

## THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

# TIP

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**TIP** welcomes articles or news items of interest to Society members and subscribers. Especially encouraged are integrative articles or updates on current topics in I/O Psychology, commentaries on professional and practice issues, and articles on the teaching of I/O Psychology and international developments. Manuscripts should be typed double-spaced and be no more than 10 pages in length. Accepted submissions may be edited to meet newsletter requirements. All articles and news items should be submitted to the **TIP** Editor.

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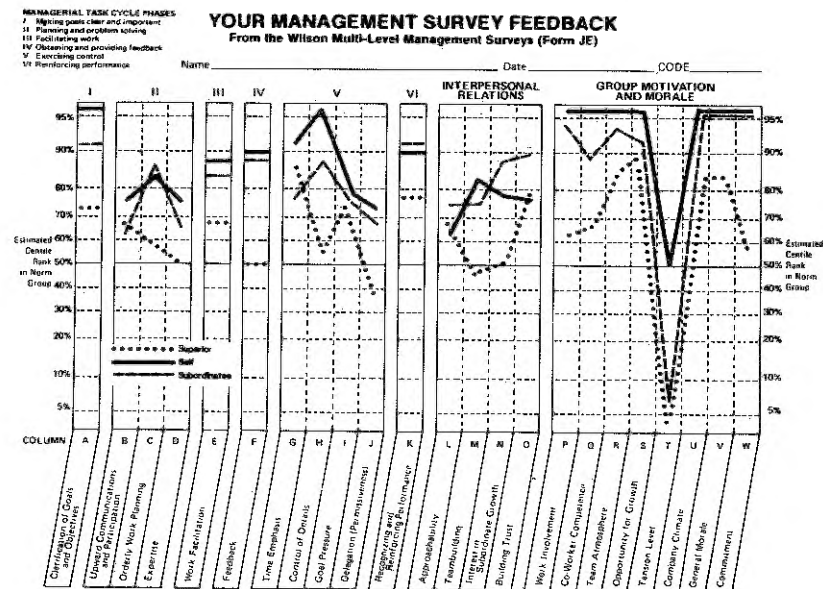
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Edwin A. Fleishman  
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The Industrial-Organizational Psychologist

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## A Message From Your President

**Milt Hakel**

Our second year as the Society of Industrial and Organizational Psychology is drawing to a close. There has been major progress on many fronts, and of course there are still many challenges to be met.

### Progress

The Society's office has been established at the University of Maryland and **Deborah Evans**, our Administrative Secretary, has begun minding the Society's affairs under the able leadership of President-Elect **Ben Schneider**. The transition was difficult, and the search for the right person was even harder, but now we can look forward to consistent and effective support for the Society's activities.

With the selection of the Marriott Hotel on North Michigan Avenue in Chicago as the site for our first mid-year conference in 1986, **Irv Goldstein** and his steering committee are now beginning to make specific operational plans. Watch for the report from Irv at the convention in Toronto. One of the frustrations of the past year was not being able to accommodate all of the volunteers who stepped forward to work on behalf of the Society. Now with the step-up in planning for the mid-year conference, there will be many positions for volunteers to fill. Write to **John Hinrichs**, Chair of the Committee on Committees (or Irv or Ben), if you can help.

**Ray Katzell** and **Tim Hall** are hard at work on the *Frontiers in Industrial and Organizational Psychology* series. Tim is editing the initial volume and has identified several outstanding contributors for a volume on careers in organizations.

A new draft of the Joint Technical Standards for Educational and Psychological Tests is scheduled to be released just in advance of the Toronto convention. Draft Four was a major improvement over the previous drafts, and **Bill Owens** and his Committee on Testing Issues deserve thanks from each of us for working with **John Campbell**, **Bob Linn**, **Mel Novick** and the rest of the Joint Technical Standards Committee to create a workable draft. We will know the outcome soon. At this writing I am cautiously optimistic.

**Rod Lowman** and the members of the Professional Affairs Committee are close to completing a two-year task, creation of an

Ethics Casebook for I/O Psychology. Upon its approval by the Executive Committee, it will be printed and distributed to all Society members. Its publication will serve as a tangible manifestation of our field's commitment to ethical research and practice, a concern which is sometimes taken for granted.

The videotape of **Wayne Cascio's** Utility Analysis Workshop from the Anaheim convention is now available from **Stan Silverman's** Continuing Education and Workshop Committee. And as usual, we are looking forward to an excellent series of workshops at the Toronto convention.

We are also looking forward to the convention presentations at Toronto, particularly to see whether the guidelines from **Paul Sackett's** Program Committee yield improved presentation quality. **TIP** continues to grow and improve under **Ann Howard's** editorship and **Ed Adams's** business management.

At the Spring Executive Committee meeting, **Jim Sharf** reported that the goal to recruit 400 new members for the Society is within reach. Let's go for it! **Marshall Sashkin** reported **Steve Wunder's** development of a presentation outline and visual aids for use in recruiting visits to campuses where there are few or no I/O Psychology courses. This is a task for which many volunteers are needed. We need to become even more active in recruiting on minority campuses.

**Dan Ilgen** and the Education and Training Committee have been reviewing issues related to 1) preparation for careers in consulting and 2) preparation for teaching in business schools. **Wally Borman** and the Scientific Affairs Committee are reviewing ideas for focusing the scientific impact of our field and for stimulating further advances. Our success with the Methodology Conference a couple of years ago under **Richard Hackman's** leadership whets the appetite for more. **Bob Billings** headed the sub-committee of Scientific Affairs that selected this year's winners of the Wallace Dissertation Award and the Ghiselli Research Design Award. Come to the Business Meeting to find out who they are and to elect the Fellowship candidates identified and recommended by **Pat Smith** and her committee.

In addition to those named above, many others have participated in the affairs of the Executive Committee during the past year. And a larger number than ever before have served on the Society's standing and ad hoc committees and represented the Society in the APA governance structure and other groups. They can't all be named here, but two of these many people are especially deserving of particular recognition. I hope that when you see them in Toronto, or any other time, you will take a moment to express your appreciation for the many things they have done on behalf of the Society. They are **Gini Boehm** and



**Bill Howell.** Gini completes her term as Secretary/Treasurer at the convention and has given selflessly and tirelessly during the past three years. Bill has served as Chair of the ad hoc State Affairs Committee since its inception. His wisdom, judgment, gentle spirit, and tenacity have created an important presence for us in an arena where we previously had been unrepresented: state licensing boards.

### Challenges

Bill's work on state affairs brings me to the topic of challenges. Since January Bill has chaired an ad hoc group charged to review Division 14's stance on licensure. There is likely to be a change in APA's model licensure bill, and Howell's group is studying the issues and preparing a recommendation for us. Like it or not, regulatory and legal issues will continue to devour a great deal of time, and the recommendations from Howell's group will give us an opportunity to debate and adopt a constructive policy.

The Society faces many additional challenges which will only be named here: dwindling or non-existent research support, growth at a slower rate than APA as a whole, general public ignorance of our science and profession, public antipathy toward testing and evaluation research, "publish and perish" policies in colleges and universities, lack of publication by psychologists in organizations, division between science and practice. These challenges will shape the Society's agenda in the coming years.

There is another set of larger challenges which make the Society's agenda pale by comparison: hunger, violence, population growth, energy shortages, nuclear proliferation, inflation, unemployment, the information explosion, racism, sexism, elitism, religious intolerance, greed, and so on. Both academic debates and corporate politics lose their inherent attractions when one is touched by any of these.

It may be mere chauvinistic provincialism but I believe that each of these "big picture" challenges would be alleviated if there were more I/O psychologists in the world, if there were more scientist-practitioners. I greatly appreciate the many people who have written, called, or commented in person on the gist of my previous three messages, most especially those who I quoted and also **Frank Erwin, Mickey Kavanagh, and Vicki Vandaveer.**

In the last analysis it is but an article of faith, no more subject to proof than any other proposition: Good science is eminently practical and good practice has a scientific base. At the convention I will illustrate this assertion by examining our history and describing several projects that I feel are making a difference

in our scientific, practical, and real world. It will be a celebration of what in the world we are doing.

Hope to see you in Toronto!

## TIPBITS

Ann Howard

So you want to be an I/O psychologist. Once the formidable hurdle of the Ph.D. is surmounted, you are faced with the reality of having to work for a living. The question is where? And doing what? Is academia inspiring or merely irrelevant? Does industry foster creativity or banality? Are you respected in consulting or just exploited? Can you make any real money in this field?

If these or similar questions have crossed your mind about careers in I/O Psychology, this issue of **TIP** may provide some answers. Our feature section on I/O careers looks at some of the advantages and disadvantages of the three most common career paths in our field (academia, consulting, and industry) by those who have been there. Actually, all three career path authors have experienced at least two of them: **Paul Thayer** was at the Life Insurance Marketing and Research Association before joining North Carolina State University; **John Hinrichs** was with IBM before forming his own consulting firm, Management Decision Systems; and I was in consulting with L. F. McManus Co., Inc. before joining AT&T. **Martin Greller** looks at career paths but also beyond them in trying to define the characteristics of those who earn the highest financial rewards in I/O Psychology. Those just beginning their careers, those considering changing career paths, and those wondering if they made the right choices shouldn't miss this feature section.

Career beginnings or changes remind us of the APA convention and its Placement Center. Which brings us, of course, to the convention program, another big feature for this issue. Bring your **TIP** to Toronto!

One of the major changes at the business meeting at last year's convention was the big dues increase to support many of the Society's increasing functions. This year you can hear about the many things that money is buying. One clear step forward was the hiring of an Administrative Secretary to provide much-needed financial and secretarial assistance to the Executive Committee

and Committee chairs. You can read all about our first employee, **Deborah Evans**, right here in **TIP**.

## NEWS AND NOTES . . .

Our members continue to receive awards and honors. **Virginia Zachert** was elected a Fellow of the American Association for the Advancement of Science, being cited "for contributions to the field of self-learning for military personnel, nursing and medical students, and the elderly of both didactic materials and applied problems." **Ray Engel** was selected to receive the 1984 Career Award from the Ontario Psychological Foundation; he has been on the licensing examination boards for psychologists in both Canada and the U.S.

**George Graen** has been awarded the first Johnson's Wax - Senior Fulbright Research Fellowship to Japan to support his "Twelve-year Follow-up of the Japanese Management Progress Study." His wife, Joni, will be at Nagoya University in Nagoya, Japan from the first of the year until early summer. **Jeff Daum** earlier this year received the Instruction Systems Association award for "Distinguished Achievement in Human Resource Development". He has now left J. C. Penney to become International Director of Organization Analysis with Bristol-Myers, where he expects to be doing some globetrotting.

Other job changers include some Rolling Stones: **Gene Stone** is moving from the Department of Organizational Behavior of New York University to the Department of Psychology, Virginia Polytechnic Institute and State University, and **Dianna L. Stone** is moving to VPI's Department of Management from the Institute of Management and Labor Relations at Rutgers. **Jim Larson** is leaving the Business School at Columbia University to join the Department of Psychology at the University of Illinois at Chicago in the fall of 1984.

**Steven Goldman** has accepted a position as Research Psychologist for the Ball Foundation in Glen Ellyn, Illinois. **Marilyn Quaintance** has left the Advanced Research Resources Organization (ARRO) to become Vice President of Marketing and Director of the Washington, D.C. office of the consulting firm of Morris & McDaniel, Inc.

Some internal movers include **Kevin Love**, who has switched from the Department of Psychology to the Department of Management within Central Michigan University in Mt. Pleasant, Michigan. He will be appointed Associate Professor of Personnel Management and Organizational Behavior beginning with the 1984-85 academic year. **Rob Sapinkopf** has been promoted to

Section Manager in the Market Research Department at Procter & Gamble in Cincinnati, Ohio.

Also of interest occupationally is **Peter Wylie**, who, with partner Mardell Grothe, offers therapy to businesses. A recent article in Inc. magazine (March, 1984) described their approach to resolving partnership problems, based on marriage counseling tactics.

Three of our more prominent members have recently joined the ranks of the retired, or what **Bill Owens** described as reaching "statutory senility". **Bill**, retiring from the University of Georgia, plans to do some consulting, traveling, and perhaps enjoying a cottage in the mountains. **Jon Bentz** retired from Sears Roebuck on July 31 after nearly 34 years. Jon may have set a record as the I/O psychologist with the longest tenure in any one industrial organization; if you know of anyone who has beat this record, let **TIP** know! Jon plans to spend his first retirement year compiling a book on his accomplishments at Sears. He will also continue with the Committee on Performance of Military Personnel for the National Academy of Sciences.

**Ray Katzell** retires from New York University in August; his plans are to continue his research activities and devote more time to his antique car hobby. Ray was honored on April 29th at NYU with a big retirement party attended by current and former students and colleagues. Before his official departure, Ray served as a member of a research team headed by Deepa Awahl gathering data in industrial centers in Bombay and Calcutta, India. Wife **Kitty Katzell** went along to visit old haunts since she spent nine years in India as a child.

While **Jim Sharf** struggles to keep us informed of the latest government decisions that affect employment (see his FED column), **Lance Seberhagen** writes that he has discovered a test the Supreme Court ruled valid for all jobs (sic). The test, known as the Personality and Nervous Twitch Inventory, contains 209 Yes-No items on a wide range of topics. To obtain a free copy send a business size envelope with your address and 20¢ postage to Lance at 9021 Trailridge Court, Vienna, VA 22180.

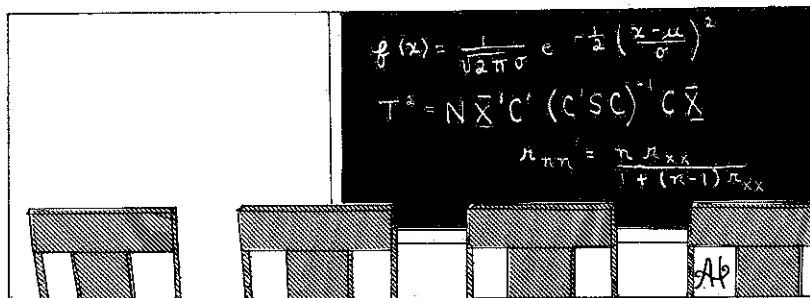
To end this column we must move from foolishness to sadness and report the death of two colleagues. **Mason Haire** was with the University of California at Berkeley and the Sloan School of Management at MIT for many years. **J. Stacy Adams**, the social psychologist best known for his pioneering work in equity theory, was R. J. Reynolds Industries professor in the School of Business Administration at the University of North Carolina at Chapel Hill.

## CAREERS IN I/O PSYCHOLOGY

*A number of I/O psychologists study careers, but that expertise has seldom been applied to a study of our own careers. This special feature section of TIP takes one step toward filling that gap.*

*The first three articles address the most common career paths taken by I/O psychologists. Paul Thayer discusses academic careers, John Hinrichs provides a view of consulting, and Ann Howard highlights I/O careers in industry. These articles were originally presented as part of a panel discussion, moderated by Al Glickman of Old Dominion University, at the Fifth Annual I/O and O.B. Graduate Student Convention held in Virginia Beach in April, 1984. The last article, by Martin Greller, focuses on characteristics of high earners in the field.*

### I/O CAREERS IN ACADEMIA



by **PAUL W. THAYER**  
**NORTH CAROLINA STATE UNIVERSITY**

It seemed to me that I could do a better job of giving advice about academic careers if I consulted some of my colleagues, since my own views might be fairly parochial. Hence I wrote to all the programs listed in the Division 14 Survey of Graduate Programs in I/O Psychology and Organizational Behavior. Ten out of thirty (33%) doctoral programs in psychology replied, three out of eleven (27%) programs with a master's degree in psychology replied, and four out of twenty-three (17%) of the business schools replied. I didn't do any significance tests, but if the lower

response rate from business schools means anything, it probably is that people I know are more likely to answer my letters than people I don't know. Actually, the doctoral programs in psychology are over-represented because both Neal Schmitt and Dan Ilgen of Michigan State University replied individually to my questionnaire.

For simplicity, I'll refer to the three groups as the IOD group for doctoral programs in psychology, IOM for masters in psychology, and OB for those giving either degree in business schools. I think that it's fair to say that there are no surprises here; they told me exactly what I thought they would.

#### Criteria for Assistant Professors

I asked them five questions. First, "What you look for in filling an assistant professor spot in an I/O or OB department?" Half of the IOD group indicated the answer depends on the particular teaching needs in that year. The emphasis might be measurement in one year, organizational development another year, and so forth. All but one indicated that they wanted a Ph.D. in I/O psychology, while one allowed possibly accepting an OB Ph.D. from a program like Lyman Porter's [University of California-Irvine]. Several stressed research potential, and I'll have more on that later. Jack Larsen of the University of Tennessee wanted, among other things, a pleasant, compulsive personality, with emphases on both.

All three of the programs wanted solid I/O training with a strong emphasis on teaching, especially undergraduates, and some practical experience. The OBs wanted a strong research orientation, but half of them put special stress on the ability to communicate with enthusiasm both orally and in writing. Two also indicated they were interested in application skills, and one was looking for a "good departmental citizen". (That's a junior faculty member that you dump work on.)

#### Prerequisite Courses and Experience

Having failed to pretest my questionnaire, I found that respondents were not consistent in answering all the questions because there was considerable overlap among them. Thus only six of the IOD group responded to my next question, "What advice would you give graduate students as to course work emphasis, experiences they should have, and other?" Four of those put considerable stress on research methods, statistics, and measurement, while some of those and the other two stressed a very broad background in I/O. Jack Larsen suggested that you

collect papers of fellow students, reading lists from students and faculty courses, and bibliographies from everybody. As to experience, the older, larger, and established programs emphasized getting into collaborative research with faculty or colleagues early as well as getting practical experience from part-time work in summers or internships. Teaching experience was mentioned, but it was clearly less important than research experience.

Finally, as to other advice, the older programs stressed a very strong minor, clearly different from the major. One also gave the excellent advice that you work with all the I/O faculty, not just one. Another emphasized learning all the various skills you're supposed to have, especially interviewing, so that you can find out about the dangers involved.

The IOM group put a similar stress on broad I/O training and statistics but also stressed enough breadth and training to reflect a "liberal arts" point of view. Teaching experience was emphasized. The OB group really didn't differ in course work expected or advice offered.

### **Weighting Selection Criteria**

The next question was "What kind of weight do you put on the various factors in selecting an assistant professor -- course work, publication, teaching experience, papers at colloquia, etc.?" Again I have a non-respondent problem so I won't indulge in quantification. In the IOD group, publication stands out as the most important factor; all except one gave it the highest weight. Next in line are faculty interviews, which sometimes includes students. It is interesting that despite what we know about the validity of the typical interview (and believe me, both as an interviewee being interviewed for a faculty position and as an observer of other faculty interviews, I have serious doubts about the validity of any of those interviews), these get very high weight.

Course work, teaching experience, references, and colloquia get medium weight. As to the latter two, references don't really mean too much to most people unless the writer is known, is prominent, and has a history of being candid and trustworthy in giving references. Some of the younger programs do not use colloquia, but where they are used, the rating is typically very high. Two of the older programs indicate that this is "make or break". Here's what Jack Larsen had to say. "In my judgment, being well-prepared and well-organized, interesting, and thoroughly familiar with the domain of the presentation is essential. Any flaw in any of these and other aspects is or can be deadly. Nobody really expects perfection, but I would give perfection my best shot,

with practice, pilot runs, getting people to ask nasty questions, and above all to develop a presence that permits the applicant to handle asinine, repetitive, stupid questions as well as cogent inquiries". Believe me, that last part is important. Least weight is given to papers at regional and national meetings, and papers at the I/O-OB graduate student conference are specifically mentioned as getting zero weight among the older programs.

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**"...develop a presence that permits the applicant to handle asinine, repetitive, stupid questions as well as cogent inquiries."**

**- Jack Larsen**

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### **Promotion and Tenure**

Assuming the person got a job, the next question is, "What would you expect in terms of teaching and publication for this person to get promotion and tenure?" All of the IOD people indicated that good quality publications are absolutely essential. You could be an average teacher, but you must have a superior publication record. The older, larger programs are looking for between one and two quality publications in refereed journals each year. Unless you have that, you won't get promotion and tenure even if you are a teaching star.

By the way, most also mentioned that the individual had to be a good departmental and university citizen. In brief, despite what the university may say about the importance of teaching and service, follow Jack Larsen's advice and "find out what the real applied policy is as soon as possible and don't try to get through with the minimum"

### **General Advice**

My last question asked for any general advice for academically-oriented graduate students. Not surprisingly the IOD group put a great deal of stress on research and publication. Here's what Neal Schmitt had to say, "Make out a research plan that will get you two or three publications a year for the first five years of your career. Consider its feasibility. It can't be longitudinal field research using organizations as subjects. These must be reviews, critical pieces, lab studies, or cross-sectional pieces. You can plan for the really important research but you must also be sure that you're going to be around to do the research".



Jack Larsen made similar points and said, "Most important of all, when you pick your Ph.D. committee and Chair, think about a lifetime marriage, because wherever you move, advance, are honored, and so on, that basic network of people who knew you best as extremely capable, energetic, accomplished, reliable, insightful, and all those other good things will be your greatest assets besides your visible accomplishments".

Others also commented on the value of getting involved in association work and building one's network. Finally Don Grant adds, "Don't dally, get the degree".

Moving to the IOM group there's a greater emphasis on oral and written skills and practical experience. They don't ignore publication, however. As Dave Gilmer reminds us, "Deans may not read much, but they can count".

The OB programs are more similar to the IOD expressing the need to get into research early. Dick Beatty of the University of Colorado reminds us that, "Teaching and working with graduate students and on committees is very seductive; don't get trapped, you must publish".

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**"Don't get trapped, you must publish."**

**- Dick Beatty**

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**"Deans may not read much, but they can count."**

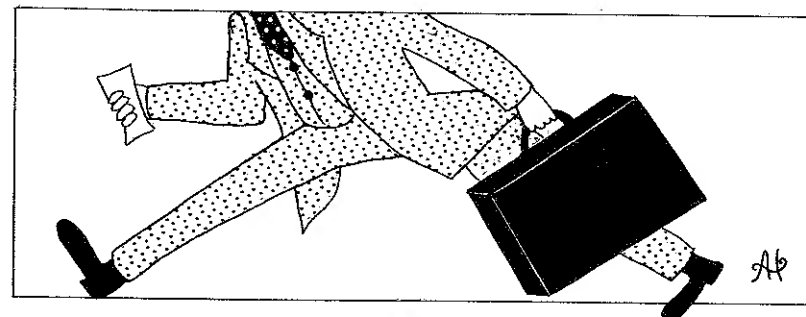
**- Dave Gilmer**

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That's their advice and I concur. If you're going to a major university with doctoral programs that have well laid out research programs, be ready before you get there. Find out what the real policy is with regard to reappointment, promotion, and tenure and meet the demands of them. If your department head tries to protect you and urges you not to accept those invitations to serve on all those committees, listen to her or him. In our department and our school we have a formal policy which actively discourages junior faculty from getting involved in university-wide activities. Just remember, if you're a good worker, people will find that out and they will give you lots to do.

In sum, an academic career in I/O psychology promises a lot of frustrations but also a lot of rewards.

## I/O CAREERS IN CONSULTING



by **JOHN R. HINRICHS**  
**MANAGEMENT DECISION SYSTEMS**

I'd like to give you a little bit of perspective from my role as a full-time external consultant. I want to cover something about a) what we do in this role and what determines what we do, b) some of the standards we apply in the work that we do, c) some of the problems, pluses, and minuses I see in the consulting role, d) what is required to be a good external consultant on a full-time basis, e) some strategies for getting into consulting work, f) some recommendations to prepare for consulting, and g) a view of the future. This is going to be very idiosyncratic because I'm just going to talk from personal experience.

I have a small consulting company with 10 internal people and 12 to 15 associates at various universities and one overseas. We're located in Connecticut, but we do various kinds of I/O projects across the country. A lot of our work is project-oriented, and we don't have many clients on a steady retainer as some consultants do. We go into a project with a research orientation. More and more we are also getting into the implementation of packaged training programs.

### **Determining What to Do**

Now, what determines what we do? We made a conscious decision in setting up this business to be broad in scope. And that has some pluses and minuses to it. Tom Peters in *In Search of Excellence* says "stick to your knitting", by which he means develop a clear area of competence and plow that deeply. Many

consultants do that, but we have not. We operate across the spectrum in the human resources area -- do a little selection and assessment work, a lot of survey work, design training programs, do some executive resources work, and so forth. We've done that very deliberately, primarily because we enjoy the variety.

What we do is also determined by the fact that consulting is a referral business. You can undertake some direct marketing, but by and large it's your friends, relatives, enemies, professional colleagues, neighbors, competitors, clients, and so forth who refer people to you for consulting. We've been at this for about seven years, and we're finding more repeat business and more consulting spin-off from the marketing of our other business, which deals with off-the-shelf products.

### Standards

There are some standards that I think are extremely important in being an external consultant, including some that are different from what you might have in other I/O or OB careers. Our roots are in psychology, and we are very cognizant of the ethical principles under which psychologists should operate. Those control many of the things that we do. We are also governed by internal standards of trying to do a good job and what we think is quality work.

But a very important standard that we have to follow (and unless you are willing to adhere to this standard you're not going to be successful in external consulting) is to serve the client. Client satisfaction really has to be one of your primary objectives when you are relying on consulting as a source of living. If you're consulting as a side-line activity to a full-time academic or business job, that's one thing. But when your livelihood is solely in external consulting, if you don't satisfy the client, you're not going to be in business very long.

I think one of the major downfalls of many consultants is that they don't really try to serve the client, they don't maintain continuing contact with the client, and they don't follow-up adequately on what they've done. You've got to understand what the client needs and serve that need. You've got to remember that you're operating in the free market, and the market determines whether or not you can stay in business.

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**"...when your livelihood is solely in external consulting, if you don't satisfy the client, you're not going to be in business very long."**

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### Problems

There are a lot of problems here. Lots of times the consultant has a very inaccurate or incomplete picture of what the real client needs are. It takes a lot of work sometimes to fully understand what it is that the client needs and to satisfy those needs.

Sometimes there are hidden agendas. The client may be bringing you in for other purposes than to try and solve a problem. The power plays in the organization, if you get caught up in the middle of them, are not particularly comfortable; that's why we try to work through the real client needs before commitments are made. Consultants have a tendency to promise too much in too short a time. If you do this, you can get yourself into a situation where you're really not serving the needs of the client adequately.

Sometimes the client doesn't understand the end product that you're going to deliver. For example, in one situation we were brought in after a corporate takeover to catalog executive bench strength and relationships through a peer evaluation process. The Chairman had brought us in, but he probably didn't realize that out of this was going to come some pretty strong indicators that he himself should be replaced. The acquiring organization acted on the data from the peer evaluation plus some other information. In this case the client -- the Chairman -- didn't understand what the likely end result would be. The end result was a less than fully content client and an uncomfortable consultant! As a consultant, you have to be willing to satisfy sometimes and not always maximize what you do. Many times the customer wants a VW, and if you start delivering a Mercedes when they really want a VW, you're going to go broke.

### Pluses

Basically, consulting is a lot of fun. It can be financially rewarding. I suspect that most people who are not in full-time consulting have an over-inflated idea of what the financial returns are out of consulting. But, it can be financially rewarding. Another plus is that we find a lot of variety in the work that we do. Some consultants tend to get type-cast, and they may end up working in one industry or one narrow kind of work, sometimes struggling valiantly to get into something else. But, we have found that we can do a great range of different kinds of work, and that's fun.

Another advantage of consulting is that you tend to be appreciated and listened to: after all, they're paying you. You may find that you have more of an audience for what you present than you do as an employee. There is a fair amount of freedom in

consulting, and as you build your business to the point where it's a viable entity, you have some control over what you are going to do -- some choice about the kind of projects you want to work on. In my view you should exercise that kind of choice, but if you grab for every assignment that comes along, you can get yourself into a lot of trouble.

Finally, consulting is a people-oriented activity. We find working with (most) clients can be very rewarding.

---

**"...you tend to be appreciated and listened to; after all, they're paying you."**

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### **Minuses**

On the minus side, consulting is a feast or famine business. Business cycles operate, and we find that certain periods of the year are relatively dry periods -- I still haven't figured out why. It's easy to get yourself overextended because you have a feast of things to work on, and you can get really stretched out. At other times you can sit around worrying about cash flow. It takes some time to learn how to live with this and balance everything out. You need enough resources to get through the dry periods.

Consulting requires a lot of hard work. I have often said that the hardest thing I ever did was to build a business -- much harder than getting a Ph.D. And in consulting you have to continually build. You have to bring in new clients or you're going to be vulnerable. If you just depend on one or two long-term clients, and if something happens in that organization and it dries up, you are in trouble. You should be bringing in new clients every year to maintain your pace, and that takes work.

In consulting, you can be isolated professionally, and that can be a problem. It's especially a problem since what you are offering to the client is your professional competence. So, you have to make special efforts to maintain your professional competence and contacts.

Sometimes there is a temptation to take on work that may be a little out of your line of specialty. For example, you may have a good working relationship with a client who then says, "Well help me out over in this other area". There may be a temptation to do it, but if you get out of your field you're not really serving the best interests of your client. So, you've got to be very careful about not doing that.

### **What Makes A Good Consultant**

What's required to be a good consultant? Aside from technical and professional competence, from my perspective there are a number of important factors. In our business, the kind of work we do has a very practical, applied, problem-solving character. We've got to deliver something that is useful and present it to clients in a way that they can understand how they can use it. So, a good consultant in our business has a strong utility and results orientation.

He/she must also have the flexibility to do what's needed. I was looking at the agenda of what I did in a recent week and it ranged all the way from analyzing data to helping to get a mailing out, to designing a training program and scripting for five videos, to going to the warehouse and looking at whether our trade show booth needed to be repaired. In a small firm everybody pitches in on all kinds of tasks like that. But that's part of the fun of it.

If you think you can be a consultant without knowing how to sell or be willing to go out and sell your services in some way (and that doesn't necessarily mean to knock on doors, but does mean approaching prospects with the idea of bringing business in), you're not going to be successful. To do this, you've got to be persistent, and you've got to live with rejection, and you've got to subject yourself to all the sometimes unpleasant experiences that happen to people who are in sales. Clearly there is a sales role to consulting, and it's perfectly legitimate and essential.

---

**"...you've got to subject yourself to all the sometimes unpleasant experiences that happen to people in sales."**

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### **Strategies for Getting into Consulting**

If you're going to get into consulting, what are some starting up strategies? There are several ways in which people can set up a consulting business. One is to offer in-depth expertise in a single field. You can look at your main area of technical and professional competence and decide that's what you are going to concentrate on. Then, plow deeply and make it your main thrust. Many consulting organizations do that quite well and build very successful businesses that way.

The other alternative is to take a broader perspective; although you probably won't grow as fast, you'll be more diffuse in what

you do. One way to do that is to bring together a set of partners with competencies in specific areas that are mutually reinforcing.

You may want to establish a consulting business in which you are on retainer for just a few clients. This kind of long-term relationship has some comfort to it. But remember, you are directly vulnerable to the clients' business cycles or changes in personnel or needs in the organization.

You may want to go into private practice and do counseling or assessment work. Or, you may want to go with a company that has a product emphasis. Or, you may want to do some combination of all of those.

There are a lot of organizational forms you can use as a consultant. You can operate as an individual practitioner. Or, you can work with partners; as you begin to operate with other people, however, you should recognize that in effect you have a de facto partnership, and you'll find that you are then going to be talking to the IRS about partnership arrangements whether you've formalized it or not.

You can also start a corporation. You may found a regular corporation and issue stock, or you may establish what is called a subchapter S corporation, which is a quasi-partnership but with some of the benefits of a corporation.

### **Preparing for a Consulting Career**

Now what would I say to you if you were interested in the field of independent consulting? First of all, from my perspective, it's not too realistic to think of going directly into consulting right out of a doctoral program. Personally, I'm reluctant to hire a brand new Ph.D. into consulting. There's a need for experience, there's a need to know something about how organizations work, to know something about business. Remember that what you're selling when you're selling consulting is not just technical competence, but more you're really selling yourself. Technical competence is taken for granted. What the customers are going to buy is a sense that you are going to help them and a sense that you're a person who can operate well in their organization. And I think that takes a bit of maturity and experience.

To new graduates I would suggest that you learn something about business -- what business is all about. You need to be comfortable with the basic fact that the purpose of business is to make a profit. Profit is not a dirty word, and unless you can accept that, the client is going to think you don't really know what you're doing and don't know what the client organization is all about.

In terms of training, you obviously need the basic technical and professional knowledge and skills of the field. They are taken for granted. If you're really serious about consulting, I'd suggest some finance and accounting and marketing instruction as well. Especially if you're going to set up your own business. That's a major part of what I'm doing right now.

You must also make contacts. Build a reputation, colleague network, visibility, and so forth. Publish, participate, present, attend.

### **The Future**

What's ahead? I think the future is very positive in consulting for those people who take a client orientation and use practical problem solving in their approach to what they do. I think there is going to be more dependence on consultants in organizations as the whole area of human resources gets more complex. I think we are going to see more legislation in areas where consultants will be called on to make a contribution.

When you think about it, there are some really grinding, pressing problems that organizations have with the way they deal with their people, but they're not getting adequate help. For example, if you can really respond to the fundamental needs which all organizations have in an area such as selection, you'll be in great demand. If you're able to come up with some really useful processes in performance appraisal, you'll have no problem in getting all kinds of clients. The same is true if you can present something really useful in an area such as retraining.

One of the biggest present and future problems in the country is restructuring of the work force, and clearly there is a tremendous need for a lot of consulting help *if* consultants can deliver in that area. I think we can. So, I see a good future and I see a lot of opportunity for I/O psychologists in consulting careers.

*Continued on page 46.*

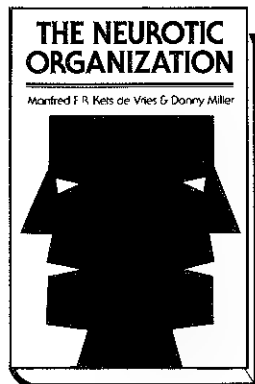
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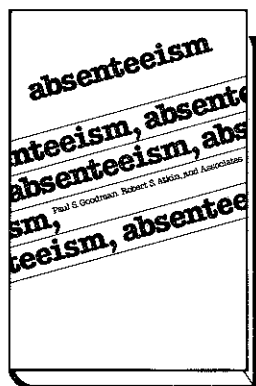
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Friday, August 24 - Tuesday, August 28, 1984

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Note: Room assignments for each session are listed under their assigned times. Numbers in parentheses (e.g., 16, 16.1) are topic codes. See the APA program for details.

**FRIDAY, AUGUST 24, 1984**

8:00- COFFEE HOUR: THE I/O-OB GRADUATE CONVENTION:  
8:50 REVIEW AND PREVIEW, **Ben Morgan**,  
Went- Old Dominion University, Chair  
worth  
(SC)

Participants:  
**Scott Tannenbaum**, Old Dominion University  
**Elizabeth Pitts**, Old Dominion University

9:00- PANEL DISCUSSION: OVERCOMING THE FUTILITIES  
10:50 OF UTILITY APPLICATIONS: MEASURES, MODELS,  
Civic AND MANAGEMENT, **Steven P. Wroten**, Ethyl  
(SC) Corporation, Richmond, VA, Chair.

Participants:  
**Steven P. Wroten**. Overcoming the Futilities of Utility Applications: Measures, Models and Management. (16.3)  
**Wayne F. Cascio**, Graduate School of Business, University of Colorado, Denver. Extension of Utility Analysis Research to Turnover Reduction Strategies. (16.3)  
**John W. Boudreau**, NYSSILR-Cornell University. Utility Analysis Models for Productivity Improvement Programs Affecting Workgroup Composition. (16.3)  
**Ralph A. Alexander** and **Steven F. Cronshaw**, The University of Akron. The Utility of Selection Programs: A Finance-Based Contingency Perspective. (16.3)

Discussants:  
**Frank L. Schmidt**, Office of Personnel Management, Washington, D.C.  
**Charlie B. Hunt**, Ethyl Corporation, Pasadena, TX.

11:00- POSTER SESSION I: PERFORMANCE APPRAISAL,  
11:50 **Robert Vance**, Ohio State University, Chair.

Sheraton  
(SC)

A Comparison of Error Training vs. Accuracy Training, (16.3)  
**Elaine D. Pulakos**, Michigan State University.  
A Comparison of Methods for Training Behavioral Observations: Modeling Works!, (16.3) **Robert M. McIntyre**, School of Management, Clarkson College of Technology, and **Cynthia A. Bertson**, Colorado State University.  
Employee Acceptance of BOS and BES Performance Appraisals, (16.3) **Dennis L. Dossett**, School of Business Administration, University of Missouri-St. Louis, and **Joseph A. Gier**, University of Nebraska at Omaha.  
Administrative and Developmental Functions in Performance Appraisals: Conflict or Synergy? (16.3) **Peter W. Dorfman** and **Walter G. Stephan**, New Mexico State University.  
Supervisory Feedback During the Appraisal Interview: The Impact on Employees' Cognitions, Affect, and Motivation, (16.3) **Peter W. Dorfman** and **Walter G. Stephan**, New Mexico State University.  
Sex and Confidence Differences Between BARS and Non-Anchored Rating Formats, (16.3, 16.1) **John L. Cotton**,

Purdue University, and **Michael S. Cook**, Center for the Social Organization of Schools, Johns Hopkins University.

Affect and Appraisal: The Influence of Liking on Rating Accuracy, (16.3) **Robert L. Cardy**, School of Management, SUNY at Buffalo, and **Gregory H. Dobbins**, Louisiana State University.

A Test of the Assumed Superiority of the Expert Rater, (16.3) **Calvin C. Hoffman**, Human Resource Systems, New Bern, NC, and **Dennis L. Dossett**, University of Missouri-St. Louis.

Performance Ratings as a Function of Information, Organization, and Appraisal Purpose, (16.1) **Kevin J. Williams** and **Thomas P. Cafferty**, University of South Carolina, and **Angelo S. DeNisi** and **Bruce M. Meglino**, College of Business Administration, University of South Carolina.

Rater-Ratee Differences, Interview Processes, and Acceptance of Performance Evaluations, (16) **Scott I. Tannenbaum**, Old Dominion University, and **Michael J. Kavanagh**, School of Business, SUNY-Albany.

Systematic Distortions in Memory-Based Ratings Consequences for Rating Accuracy, (16.3) **Kevin B. Murphy**, New York University, and **William K. Balzer**, Bowling Green State University.

Reducing Sex-Role Stereotypes in Hiring Managers, (16.3) **Robert J. Leuger**, Marquette University, **Susan A. Leuger**, INRYCO, Inc., Milwaukee, WI, and **Susan Heon**, George Washington University.

Comparative Validity of Self-Predictions and Alternative Measures in Psychological Assessment, (16, 18) **Edward L. Levine** and **Sandra A. McIntire**, University of South Florida.

Reliability and Validity of Peer Assessments: Results of Meta-Analysis, (16, 16.3) **Ronald A. Ash**, School of Business, The University of Kansas.

11:00  
12:50  
Civic  
(SC)

SYMPOSIUM: BREAKING NEW GROUND:  
BEHAVIORAL SIMULATION FOR MANAGEMENT  
DEVELOPMENT AND RESEARCH, **Robert E. Kaplan**,  
Center for Creative Leadership, Greensboro, NC, Chair.

Participants:  
**Wilfred H. Drath**, Center for Creative Leadership, Greensboro, NC. What a Manager Learned and How He Learned It (16.1)  
**Robert E. Kaplan**, Center for Creative Leadership, Greensboro, NC. Simulation for Diagnosing and Developing Management Teams (16.1)  
**Michael M. Lombardo**, Center for Creative Leadership, Greensboro, NC. Looking Glass: Validity Evidence and Research Uses (16.1)  
**Kerry A. Bunker** and **Karen Lyness**, American Telephone & Telegraph Company, New York, NY. The Application of Simulation Techniques in Organization Research and Intervention (16.1)

Discussant:  
**Richard J. Campbell**, American Telephone & Telegraph Company, New York, NY

1:00-  
1:50  
Cinema I  
(SC)

INVITED ADDRESS: PARTICIPATIVE MANAGEMENT:  
A LINE EXECUTIVE'S VIEW, **James A. Thurber**,  
Westinghouse Electric, Inc., Pittsburgh, PA, Chair.

Participant:

**Gene Cattabiani**, Westinghouse Electric, Inc., Pittsburgh, PA

2:00-  
3:50  
Cinema I  
(SC)

SYMPOSIUM: PRACTICING I/O PSYCHOLOGY:  
PERSPECTIVES, PROBLEMS, POTENTIAL,  
**Robert F. Burnaska**, General Electric Company,  
Fairfield, CT, Chair.

Participants:

**Joseph L. Moses**, American Telephone & Telegraph  
Company, New York, NY. Practicing I/O Psychology at the  
Headquarters of a Large Company (16)

**William L. Roskind**, Detroit Edison, Detroit, MI. Practicing I/O  
Psychology at a Smaller Company (16)

**Gary D. Kissler**, General Electric Company, Cleveland, OH.  
Practicing I/O Psychology at a Component in a Large Company  
(16)

**John R. Hinrichs**, Management Decision Systems, Inc.,  
Darien, CT. Practicing I/O Psychology as an External Consultant  
(16)

Discussants:

**Richard Bierly**, Burroughs Corporation, Detroit, MI

**George Scott**, Allegheny International Inc., Pittsburgh, PA

4:00-  
5:50  
Civic  
(SC)

SYMPOSIUM: THREE NEW THEORIES OF LEADERSHIP  
**Robert J. House**, Faculty of Management Studies,  
University of Toronto, Chair.

Participants:

**Bernard M. Bass**, SUNY, Binghamton. Transformational  
Leadership Theory (16)

**Fred E. Fiedler**, University of Washington. Cognitive Resource  
Theory of Leadership (16)

**Gary A. Yukl**, School of Business, SUNY, Albany. Multiple  
Linkage Model of Leadership (16)

Discussant:

**Robert J. House**, Faculty of Management Studies, University  
of Toronto.

4:00-  
4:50  
Common-  
wealth  
West  
(H)

DISCUSSION: CONVERSATION WITH THE 1985 ANNUAL  
REVIEW CHAPTER AUTHOR: ORGANIZATIONAL BEHAVIOR  
**James Breugh**, School of Business Administration,  
University of Missouri-St. Louis, Chair.

Participant:

**Benjamin Schneider**, University of Maryland

5:00-  
8:00  
Huron  
(SC)

DIVISION 14 OUTGOING EXECUTIVE COMMITTEE MEETING,  
**Milton D. Hakel**, Ohio State University, Chair.

#### SATURDAY, AUGUST 25, 1984

8:00-  
8:50  
St.  
David  
(H)

PANEL DISCUSSION: JOB ANALYSES OF ACTIVITIES  
OF I/O PSYCHOLOGISTS BY I/O PSYCHOLOGISTS,  
**Ronald A. Ash**, School of Business,  
University of Kansas, Chair.

Participants:

**Sidney A. Fine**, School of Business, University of Kansas

**Erich P. Prien**, Memphis State University

**Michael Rosenfeld**, Educational Testing Service, Princeton,  
NJ.

9:00-  
10:50  
Cinema I  
(SC)

PANEL DISCUSSION: EXECUTIVE GROWTH AND CHANGE:  
WHAT'S REASONABLE TO EXPECT? **Morgan W. McCall, Jr.**,  
Center for Creative Leadership, Greensboro, NC,  
Chair.

Participants:

**Gene Cattabiani**, Westinghouse Electric, Inc., Pittsburgh, PA

**Don Super**, University of Florida

**Ann M. Morrison**, Center for Creative Leadership, Greensboro,  
NC

**Douglas W. Bray**, Development Dimensions International, New  
York, NY

**Lowell Hellervik**, Personnel Decisions, Inc., Minneapolis, MN

11:00-  
12:50  
Cinema I  
(SC)

SYMPOSIUM: THE SUCCESSFUL WOMAN MANAGER:  
HOW DID SHE GET THERE? **Richard J. Ritchie**,  
Bell Communications Research, Inc., Basking Ridge, NJ,  
Chair.

Participants:

**Joseph L. Moses**, American Telephone & Telegraph  
Company, New York, NY. The Women in the Management  
Research Program (16.1)

**Richard J. Ritchie**, Bell Communications Research, Inc.,  
Basking Ridge, NJ. Individual Correlates of Corporate  
Advancement (16.)

**Mirian M. Graddick**, American Telephone & Telegraph  
Company, New York, NY. Organizational Correlates of Corporate  
Advancement (16.1)

**Marilyn McIlhone**, American Telephone & Telegraph  
Company, New York, NY. Barriers to Advancement: The  
Obstacle Course (16.)

Discussants:

**Mildred E. Katzell**, Professional Testing Corporation, Glen  
Cove, NY.

**Benjamin Schneider**, University of Maryland

11:00-  
12:50  
Toronto  
III  
(W)

PANEL DISCUSSION: CRITERIA AND MEASUREMENT ISSUES  
UNDERLYING COMPARABLE WORTH, **Paul R. Jeanneret**,  
Jeanneret & Associates, Inc., Houston, TX.

Participants:  
**Helen Remick**, Office for Affirmative Action, University of  
Washington  
**Ernest J. McCormick**, Purdue University  
**Donald P. Schwab**, Graduate School of Business, University  
of Wisconsin  
**Sara Rynes**, School of Industrial and Labor Relations, Cornell  
University

1:00-  
1:50  
Cinema I  
(SC)

DISTINGUISHED SCIENTIFIC CONTRIBUTION AWARD  
PRESENTATION: A GENERALIZED CLASSIFICATION OF  
PERSONS -- WITHIN A BOX, **Paul Thayer**,  
North Carolina State University, Chair.

Participant:  
**William A. Owens**, Institute for Behavioral Research,  
University of Georgia

1:00-  
2:50  
Toronto  
III  
(W)

SYMPOSIUM: PROCEDURE AND PARTICIPATION IN  
ORGANIZATIONS, **Allan Lind**, University of Illinois at  
Urbana-Champaign, Chair.

Participants:  
**Blair H. Sheppard** and **Roy J. Lewicki**, Fuqua School of  
Business, Duke University. The Dimension of Justice in  
Supervision (16.)  
**Sheldon Alexander**, **Marian Ruderman**, and **Terry Russ**,  
Wayne State University. The Nature of Procedural Justice and  
Its Influence on Organizational Behavior (16.1)  
**Ruth Kanfer**, University of Illinois at Urbana-Champaign.  
Participation in Organizational Procedures: Effects on  
Work-related Attitudes and Task Effort (16.1)  
**Robert Folger**, Southern Methodist University. Outcome and  
Process Control in Arbitration and Mediation (16.1)  
**Allan Lind**, **Gina Y. Ke**, and **Se-Joon Park**, University of  
Illinois at Urbana-Champaign. Procedural Factors in  
Organizational Decision-Making (16.1)  
**Norbert L. Kerr** and **Robert J. MacCoun**, Michigan State  
University. Procedures and Jury Decision-Making: Polling Method  
and Hung Juries (16.1)

Discussant:  
**Jerald Greenberg**, School of Business, The Ohio State  
University

4:00-  
4:50  
Civic  
(SC)

DIVISION 14 BUSINESS MEETING.  
**Milton D. Hakel**, The Ohio State University, Chair.

5:00-  
5:50  
Civic  
(SC)

DIVISION 14 PRESIDENTIAL ADDRESS,  
**Benjamin Schneider**, University of Maryland, Chair.

Participant:  
**Milton D. Hakel**, The Ohio State University

6:00  
Dominion (SC)

DIVISION 14 SOCIAL HOUR

#### SUNDAY, AUGUST 26, 1984

8:00-  
8:50  
Dominion  
South  
(SC)

ISSUE FORUM: ORGANIZATIONAL COMMITMENT:  
DOES MANAGEMENT EARN IT OR JUST ASSUME IT?  
**George P. Hollenbeck**, Merrill Lynch and Company, Inc.,  
New York, NY, Chair.

Participants:  
**Allen I. Kraut**, International Business Machines Corporation,  
Armonk, NY  
**Lyman W. Porter**, Graduate School of Management,  
University of California-Irvine

9:00-  
10:50  
Civic  
(SC)

SYMPOSIUM: CREATIVITY IN THE CORPORATION,  
**David Campbell**, Center for Creative Leadership,  
Greensboro, NC, Chair.

Participants:  
**Teresa M. Amabile**, Brandeis University. Creativity Motivation  
in Research and Development (16, 16.1)  
**Stanley S. Gryskiewicz**, Center for Creative Leadership,  
Greensboro, NC. Targeted Innovation: Predictable Creativity (16,  
16.1)  
**Robert Rosenfeld**, Kodak Research Laboratories, Rochester,  
NY. Corporate Innovation and Individual Creative Styles (16,  
16.1)  
**Richard F. Wright**, Mead Corporation, Chillicothe, OH.  
Fostering Creativity and Innovation in a Growing New Product  
Research Group (16, 16.1)

10:00-  
10:50  
Sheraton  
(SC)

POSTER SESSION II: EMPLOYEE SELECTION AND  
RETENTION, **Douglas McKenna**, Personnel Decisions Research  
Institute, Minneapolis, MN, Chair.

A Meta-Analysis of Dimensions from Managerial Assessment,  
(16.1) **Gaela Lowenberg**, **Brad D. Faust**, and **Glenn H.  
Loschenkohl**, Behavioral Science Division, University of  
Wisconsin-Parkside, and **Kelley A. Conrad**, Humber, Mundie &  
McClary, Milwaukee, WI.

Attitudinal Correlates of Turnover and Absenteeism: A  
Meta-Analysis, (16.1) **Kimberly B. Boal** and **Ramesh Cidambi**,  
College of Business, Utah State University.

Personal Characteristics, Job Performance, and Absenteeism  
of Professionals (16.3, 16.1) **T. Gregory Bergin**, Institute for  
Personality and Ability Testing, Inc., Champaign, IL, and **Gerald  
R. Ferris**, Department of Management, Texas A&M University.

Recruitment Source Effects: A Test of Two Alternative Explanations, (16.3) **James A. Breugh**, School of Business Administration, University of Missouri-St. Louis, and **Rebecca B. Mann**, Maryville College.

Methods of Communication and Mediating Processes in Realistic Job Previews (16.3) **Stephen M. Colarelli**, Ball Foundation, Glen Ellyn, IL.

Using Mobley's Turnover Model to Predict Alternate Withdrawal Behaviors, (16.3, 36) **Louis C. Buffardi** and **Nancy S. Reed**, George Mason University.

Management Turnover: Experiential Differences Between Former and Current Managers (16.3, 16.1) **Michael A. Campion** and **Michelle M. Mitchell**, Personnel Research, Research Triangle Park, NC.

Letter of Recommendation: A Bayesian Analysis of Its Selection Utility, (16.3) **Stephen B. Knouse**, Behrend College.

The Impact of Professional and Administrative Standards on Court Cases Involving Criterion-Related Validity, (16.3) **Robert Faley**, Krannert Graduate School of Management, Purdue University, and **Lawrence S. Kleiman**, University of Tennessee-Chattanooga.

An Item Response Theory Analysis of an Employee Honesty Test, (16.3, 18.2) **Michael M. Harris**, University of Illinois at Chicago.

Pre-Employment Honesty Testing: Fakability, Testee Reactions, and Company Image (16.3) **Ann M. Ryan**, University of Illinois at Chicago.

Content Validation Applied to Job Simulation and Educational Requirements, (16, 16.3) **Lise M. Saarl**, Battelle Research Institute, Seattle, WA.

Determinants of Management Promotions in Professional Engineers, (16, 16.3) **Karen A. Gard**, University of Nebraska at Omaha, and **Gary C. Gard**, Nebraska Psychiatric Institute, University of Nebraska Medical Center.

Two Methods for Classifying Jobs into Equal Employment Opportunity Categories, (16.3, 11.1) **Penny F. Potter** and **Brian Graham-Moore**, University of Texas at Austin.

Employee Perceptions on the Implementation of Robotic Technology in Manufacturing, (16.1) **Georgia T. Chao**, GMI Engineering & Management Institute, Flint, MI, and **Steve W. J. Kozlowski**, Michigan State University.

The Influence of Training and Organizational Support on Organization Performance, (16.3, 16.1) **James S. Russell**, **James R. Terborg**, and **Mary L. Powers**, Graduate School of Management, University of Oregon.

SYMPOSIUM: BACK TO THE BASICS: DESCRIBING LEADERS, **Judith L. Komaki**, Purdue University, Chair

Participants:

**V. Jon Bentz**, Sears Roebuck & Co., Chicago, IL. A Longitudinal Cognitive and Personality Assessment of Executives (16.1)

**Judith L. Komaki**, Observing Managers in Action: An Operant Taxonomy of Leadership (16.1)

**Robert G. Lord**, The University of Akron. Cognitive Processes Involved in Describing Leadership: Potential Applications for Improving Measurement (16.1)

**Morgan W. McCall, Jr.**, Center for Creative Leadership, Greensboro, NC. Making Sense of Descriptive Data From Managers (16.1)

**Gary A. Yukl**, School of Business, SUNY, Albany. Evaluating Alternative Methods in Leader Behavior Research (16.1)

Discussant:

**John P. Campbell**, University of Minnesota

1:00-  
1:50  
Cinema I  
(SC)

INVITED ADDRESS: I/O PSYCHOLOGY IN THE '80'S:  
FADS, FASHIONS, AND FOLDEROL REVISITED,  
**Ron Page**, Control Data Business Advisors,  
Minneapolis, MN, Chair.

Participant:

**Marvin D. Dunnette**, University of Minnesota

2:00-  
2:50  
Toronto  
II  
(W)

OPEN FORUM: LONG RANGE PLANNING ISSUES,  
**Sheldon Zedeck**, University of California-Berkeley,  
Chair.

2:00-  
3:50  
Cinema I  
(SC)

PANEL DISCUSSION: VALIDITY GENERALIZATION,  
**James Breugh**, School of Business Administration,  
University of Missouri-St. Louis, Chair.  
**Paul Muchinsky**, Iowa State University, Chair.

Participants:

**Frank L. Schmidt**, Office of Personnel Management,  
Washington, D.C.

**John Hunter**, Michigan State University

**Jerard Kehoe**, American Telephone & Telegraph, New York,  
NY

**Mark Davison**, University of Minnesota

3:00-  
4:50  
Essex  
(SC)

SYMPOSIUM: MODERATOR VARIABLES: AN EXPOSITION  
AND DEBATE OF CONTROVERSIAL ISSUES,  
**Sheldon Zedeck**, University of California-Berkeley, Chair

Participants:

**Hugh J. Arnold**, Faculty of Management Studies, University  
of Toronto. Form and Degree of Relationship Differences in  
Assessing Moderator Effects (16, 18)

**Lawrence R. James**, Georgia Institute of Technology.  
Moderator Analysis from the Perspective of Causal Analysis (16,  
18)

**Lawrence H. Peters**, Department of Administrative Sciences,  
Southern Illinois University, **Edward J. O'Connor**, School of  
Management and Administration, University of Texas at Dallas,  
and **Steven L. Wise**, University of Nebraska-Lincoln. Useful  
Moderator Variable Hypotheses (16, 18)

11:00-  
12:50  
Cinema I  
(SC)



	<b>FRIDAY August 24</b>		<b>SATURDAY August 25</b>	<b>SUNDAY August 26</b>	<b>MONDAY August 27</b>		<b>TUESDAY August 28</b>
<b>8:00 to 8:50</b>	<b>Coffee Hour:</b> I/O-O.B. Graduate Student Convention: Review and Preview. Morgan (Chair). Tannenbaum, Pitts (Participants). Wentworth (SC)		<b>Panel Discussion:</b> Job Analyses of Activities of I/O Psychologists by I/O Psychologists. Ash (Chair) Fine, Prien, Rosenfeld (Participants) St. David (H)	<b>Issue Forum:</b> Organization Commitment: Does Management Earn It or Just Assume It? Hollenbeck (Chair). Kraut, Porter (Participants). Dominion South (SC)	<b>Discussion:</b> Career Change: Industry to Academic and Vice Versa. Banks (Chair). Thayer, Levine, Morrison, Wajting (Participants). Huron (SC)	<b>Div. 14 Incoming Executive Committee Meeting.</b> Schneider, (Chair) Huron (SC)	
<b>9:00 to 9:50</b>	<b>Panel Discussion:</b> Overcoming the Futilities of Utility Applications: Measures, Models, and Management. Wroten (Chair) Cascio, Boudreau, Alexander, Cronshaw (Participants) Schmidt, Hunt (Discussants) Civic (SC)		<b>Panel Discussion:</b> Executive Growth and Change: What's Reasonable to Expect? McCall (Chair) Cattabiani, Super, Morrison, Bray, Hellervik (Participants). Cinema I (SC)	<b>Symposium:</b> Creativity in the Corporation D. Campbell (Chair) Amabile, Gryckiewicz, Rosenfeld, Wright (Participants) Civic (SC)	<b>Symposium:</b> Power, Politics, and Influence Tactics: Porter's Presidential Address Revisited. Dreher, Taylor (Chairs). Porter, Bacharach, Kipnis, Schmidt, Mayes, Roberts (Participants). Cinema I (SC)		<b>Symposium:</b> New Approaches to Early Career Development: Solutions for Declining Motivation. Bray (Chair) London, Miner, Cherniss, Morrison (Participants). Boehm (Discussant). Cinema II (SC)
<b>10:00 to 10:50</b>				<b>Poster Session II:</b> Employee Selection and Retention McKenna (Chair) Sheraton (SC)			
<b>11:00 to 11:50</b>	<b>Symposium:</b> Breaking New Ground: Behavior Simulation for Management Development and Research. Kaplan (Chair). Drath, Kaplan, Lombardo, Bunker, Lyness (Participants). R. Campbell (Discussant) Civic (SC)	<b>Poster Session I:</b> Performance Appraisal Vance (Chair). Sheraton (SC)	<b>Symposium:</b> The Successful Woman Manager: How Did She Get There? Ritchie (Chair). Moses, Ritchie, Graddick, McIlhone (Participants) Katzell, Schneider (Discussants) Cinema I (SC)	<b>Panel Discussion:</b> Criteria and Measurement Concepts Underlying Comparable Worth. Jeanneret (Chair). Remick, McCormick, Schwab, Rynes (Participants). Toronto III (W)	<b>Symposium:</b> Back to the Basics: Describing Leaders Komaki (Chair). Bentz, Komaki, Lord, McCall, Yuki (Participants). J. Campbell (Discussant) Cinema I (SC)	<b>Symposium:</b> The Measurement of Comparable Worth Guion (Chair). Guion, Stang, Brannick (Participants). Clover, Gutenberg (Discussants). Cinema I (SC)	<b>Symposium:</b> Organizational Use of Physical Ability Testing Sparks (Chair) Hogan, Denning, Pederson, Frantzve (Participants). Bryant (Discussant). Cinema II (SC)
<b>12:00 to 12:50</b>							
<b>1:00 to 1:50</b>	<b>Invited Address:</b> Participative Management A Line Executive's View. Thurber (Chair) Cattabiani (Participant). Cinema I (SC)		<b>Distinguished Scientific Contribution Award Presentation:</b> A Generalized Classification of Persons: Box within a Box. Thayer (Chair). Owens (Recipient). Cinema I (SC)	<b>Symposium:</b> Procedure and Participation in Organizations Lind (Chair). Sheppard, Leulicki, Alexander, Ruderman, Russ, Kanfer, Folger, Lind, Ke, Park, Kerr, MacCoun (Participants) Greenberg (Discussant) Toronto III (W)	<b>Invited Address:</b> I/O Psychology in the 80's: Fads, Fashions, and Folderol Revisited Page (Chair) Dunnette (Participant). Cinema I (SC)	<b>Professional Practice Award Presentation:</b> Some New Frontiers in Personnel Selection Research Lowman (Chair) Fleishman (Recipient) Essex (SC)	<b>S. Rains Wallace Dissertation Award Presentation.</b> Principled Organizational Dissent. Cummings (Chair). Graham (Recipient). Dominion South (SC)
<b>2:00 to 2:50</b>	<b>Symposium:</b> Practicing I/O Psychology: Perspectives, Problems, Potential. Burnaska (Chair) Moses, Roskind, Kissler, Hinrichs (Participants) Bierly, Scott (Discussants). Cinema I (SC)			<b>Open Forum:</b> Long Range Planning Issues. Zedeck (Chair). Toronto II (W)	<b>Panel Discussion:</b> Validity Generalization. Breugh, Muchinsky (Chairs). Schmidt, Hunter, Kehoe, Davison (Participants). Cinema I (SC)	<b>Symposium:</b> Industrial Assessment and Personality Psychology. Lifton (Chair) Weiss, Lifton, Howard, Hogan (Participants) Dunnette (Discussant) Essex (SC)	<b>Symposium:</b> Strategies for Adapting Professional Skills to Changing Technologies. Farr (Chair). Levy, Kaufman, Ransom, Kozlowski (Participants). Dunnington (Discussant) Dominion North (SC)
<b>3:00 to 3:50</b>				<b>Symposium:</b> Moderator Variables: An Exposition and Debate of Controversial Issues. Zedeck (Chair). Arnold, James, Peters, O'Connor, Wise, Stone, Hollenbeck (Participants) Zedeck (Discussant) Essex (SC)			
<b>4:00 to 4:50</b>	<b>Symposium:</b> Three New Theories of Leadership House (Chair) Bass, Fiedler, Yuki (Participants). House (Discussant) Civic (SC)	<b>Discussion:</b> Conversation 1985 Annual Review Chapter Author: OB. Breugh (Chair) Schneider (Participant). Commonwealth West (H)	<b>Division 14 Business Meeting.</b> Hakel (Chair), Civic (SC)			<b>Symposium:</b> Use of Meta-Analysis in Industrial/Organizational Psychology Hirsh (Chair). Jackson, Wanous, Premack, Ford, Kraiger (Participants). Schmidt, Sackett (Discussants) Essex (SC)	<b>Symposium:</b> Human Resource Planning: Fact vs. Fantasy. Marshall-Mies (Chair) Quaintance, Larkin-Levin, Rucci (Participants) Pinto (Discussant). Dominion North (SC)
<b>5:00 to 5:50</b>	<b>Division 14 Outgoing Executive Committee Meeting.</b> Hakel (Chair), Huron (SC)		<b>Division 14 Presidential Address.</b> Schneider (Chair), Hakel (Participant), Civic (SC)				
<b>6:00</b>			<b>Division 14 Social Hour.</b> Dominion (SC)				

**Eugene F. Stone**, Department of Organizational Behavior, New York University and **John Hollenbeck**, Department of Organizational Behavior, New York University. Violating Assumptions of Statistical Procedures for Detecting Moderator Variables (16, 18)

Discussant:

**Sheldon Zedeck**, University of California-Berkeley

#### MONDAY, AUGUST 27, 1984

8:00-11:50  
Simcoe  
(SC)  
DIVISION 14 INCOMING EXECUTIVE COMMITTEE MEETING,  
**Benjamin Schneider**, University of Maryland, Chair.

8:00-8:50  
Huron  
(SC)  
DISCUSSION: CAREER CHANGE: INDUSTRY TO ACADEME  
AND VICE-VERSA, **Cristina Banks**, Department of Management,  
University of Texas, Chair.

Participants:

**Paul W. Thayer**, North Carolina State University

**Edward L. Levine**, University of South Florida

**Robert M. Morrison**, Navy Personnel Research and  
Development Center, San Diego, CA

**Jan Wijting**, Merrill-Lynch, New York, NY

9:00-10:50  
Cinema I  
(SC)  
SYMPOSIUM: POWER, POLITICS, AND INFLUENCE  
TACTICS: PORTER'S PRESIDENTIAL ADDRESS REVISITED,  
**George F. Dreher**, School of Business, University of Kansas,  
and **M. Susan Taylor**, College of Business and Administration,  
University of Maryland, Co-Chairs.

Participants:

**Lyman W. Porter**, Graduate School of Business, University of  
California-Irvine (16.1)

**Samuel B. Bacharach**, New York State School of Industrial  
and Labor Relations, Cornell University (16.1)

**David Kipnis**, Temple University (16.1)

**Stuart Schmidt**, School of Business Administration, Temple  
University (16.1)

**Bronston T. Mayes**, College of Business Administration,  
University of Nebraska-Lincoln (16.1)

**Karlene A. Roberts**, School of Business, University of  
California, Berkeley (16.1)

11:00-11:50  
Sheraton  
(SC)  
POSTER SESSION III: ORGANIZATIONAL BEHAVIOR,  
**Mark Wilson**, School of Business, Texas Tech University, Chair.

Employee Participation -- Not Necessarily the More the Better,  
(16.1) **Anat Rafaeli**, Department of Management Sciences,  
California State University-Hayward.

Personal Control's Impact in Organizations: Test of a Model,  
(16.1) **David B. Greenberger**, **Stephen Strasser**, and **Hussein  
El-Kazan**, Department of Management and Human Resources,

The Ohio State University.

Managerial Power Across Departments and Hierarchical Levels  
in Insurance Companies, (16.1, 18.2) **Jennifer L. Morrow**,  
University of Illinois at Chicago

Examination of a Role and Expectancy Model of Participative  
Decision-Making, (16) **Carlla S. Stramler** and **Christopher  
Thompson**, University of Tulsa.

Goal Setting and Task Performance: A Meta-Analytic Review,  
(16) **Michael J. Burke**, Psych Systems, Inc., Baltimore, MD.

Relationships Between Information Processing Measures and  
Motor Vehicle Accident Involvement, (16.3, 12.3) **Karl G.  
Kroeck**, Department of Management, Florida International  
University, **Bruce J. Avolio**, School of Management,  
SUNY-Binghamton, and **Paul E. Panek**, Eastern Illinois  
University

Approval Motivation, Group Cohesiveness, and Leadership as  
Mediators of Perceived Stress, (16.1) **Karl V. Kovacs**, Cleveland  
Metropolitan Hospital, Cleveland, OH, and **Harry J. Martin**,  
Department of Management and Labor, Cleveland State  
University.

Business Profitability: A Simulation Study of Personalities and  
Organizational Success. **Alan L. Carsrud**, **K. W. Olm** and **J. B.  
Thomas**, Department of Management, The University of Texas  
at Austin, and **K. B. Carsrud**, Criminal Justice Division, Austin,  
TX.

Control and Information: Underlying Psychological Dimensions  
of the Work Environment, (16.1) **Lois E. Tetrick**, **Alan Colquitt**,  
**Julia Staudenmier**, **Maria R. Calito**, and **Antigonie  
Kiriakopoulou**, Wayne State University.

Predicting Management Students' Pay Expectations: The  
Importance of Social Comparison, (16) **Dean B. McFarlin**,  
**Michael R. Frone**, **Brenda Major**, State University of New York  
at Buffalo.

Toward Progress in Job Design Research: Empirically-Derived  
Work-Situation Characteristics. **Roxanne L. Okun**, Kellogg  
Graduate School of Management, Northwestern University, and  
**Leonard Greenhalgh**, Amos Tuck School of Business  
Administration, Dartmouth College.

Leader and Group Member Decisions and Origination of  
Suggestions, (16.1, 33.5) **Kenneth H. Price**, Department of  
Management, University of Texas at Arlington.

Goal Setting and Expectancy Theory: Predictions of Effort and  
Performance, (12.6, 16.1) **Dennis L. Dossett**, School of  
Business Administration, University of Missouri-St. Louis, and  
**Helen E. Luce**, University of Nebraska at Omaha.

An Empirical Test of the Situational Leadership Theory, (16.1)  
**James F. Cashman**, **Jane M. Ridolphi**, and **Gail W. McGee**,  
College of Commerce and Business Administration, The  
University of Alabama.

Relationship Between Subunit Size and Productivity in a  
Governmental Agency, (16.) **Douglas A. Johnson** and **Stephen  
D. Drake**, North Texas State University.

Demotivating and Disincentive Influences in a Health Care  
Organization, (16.1, 13.5) **Allan F. Jones** and **Deborah Kaye**,  
University of Houston.

11:00-  
12:50  
Cinema I  
(SC)

SYMPOSIUM: THE MEASUREMENT OF COMPARABLE JOB  
WORTH, **Robert M. Guion**, Bowling Green State  
University, Chair.

Participants:

**Robert M. Guion**, Introduction: The Psychology of Comparable  
Worth (16.3)

**Susan W. Stang**, Bowling Green State University. Problems in  
Policy Capturing (16.3, 33.3)

**Michael T. Brannick**, Bowling Green State University. Item  
Response Theory for Measuring Compensable Job  
Characteristics (16.3, 18)

Discussants:

**William H. Clover**, Department of Behavioral Science  
Leadership, U.S. Air Force Academy, CO

**Rhonda Gutenberg**, Jeanneret & Associates, Houston, TX

1:00-  
1:50  
Essex  
(SC)

DIVISION 14 PROFESSIONAL PRACTICE AWARD  
PRESENTATION: SOME NEW FRONTIERS IN PERSONNEL  
SELECTION RESEARCH, **Rodney L. Lowman**, North Texas  
State University, Chair.

Participant:

**Edwin A. Fleishman**, Advanced Research Resources  
Organization, Washington, D.C.

2:00-  
3:50  
Essex  
(SC)

SYMPOSIUM: INDUSTRIAL ASSESSMENT AND PERSONALITY  
PSYCHOLOGY, **Peter D. Lifton**, University of North  
Carolina at Chapel Hill, Chair.

Participants:

**Howard M. Weiss**, Purdue University. The Usefulness of  
Personality for Predicting and Explaining Work Behavior (16, 22)

**Peter D. Lifton**, University of North Carolina at Chapel Hill.  
Industrial Assessment of Creative Persons and Work  
Environment (16, 22.3)

**Ann Howard**, American Telephone and Telegraph Company,  
New York, NY. Cool at the Top: Personality Characteristics of  
Successful Executives (16, 22)

**Robert Hogan**, University of Tulsa. The Hogan Personality  
Inventory: Development and Use in Personnel Research.

Discussant:

**Marvin D. Dunnette**, University of Minnesota

4:00-  
5:50  
Essex  
(SC)

SYMPOSIUM: USE OF META-ANALYSIS IN  
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY,  
**Hannah Rothstein Hirsh**, U. S. Office of Personnel  
Management, Washington, D.C., Chair.

Participants:

**Susan E. Jackson**, Department of Management and  
Organizational Behavior, New York University. Meta-Analysis as  
a Theory Building Tool (16)

**John P. Wanous**, College of Administrative Science, The Ohio  
State University, and **Steve Premack**, Michigan State University.  
A Meta-Analysis of Realistic Job Preview Experiment (16)

**J. Kevin Ford**, Michigan State University, and **Kurt Kraiger**,  
University of Colorado at Denver. The Study of Racial Bias in  
Performance Ratings: A Meta-Analysis of Objective and  
Subjective Criteria (16)

Discussants:

**Frank L. Schmidt**, U. S. Office of Personnel Management,  
Washington, D.C.

**Paul R. Sackett**, University of Illinois at Chicago

## TUESDAY, AUGUST 28, 1984

9:00-  
10:50  
Cinema  
II  
(SC)

SYMPOSIUM: NEW APPROACHES TO EARLY CAREER  
DEVELOPMENT: SOLUTIONS FOR DECLINING MOTIVATION.  
**Douglas W. Bray**, Development Dimensions International,  
New York, NY, Chair.

Participants:

**Manuel London**, AT&T Communications, Bedminster, NJ.  
Theory and Research Based Applications for Early Career  
Development (16.1)

**John B. Miner**, Department of Management, Georgia State  
University. Using Managerial Role Motivation Training to  
Overcome Motivational Deficiencies (16.1)

**Cary Cherniss**, Graduate School of Applied and Professional  
Psychology, Rutgers University. Motivational Strategies for  
Young Professionals in the Health Services (16.1)

**Robert F. Morrison**, Navy Personnel Research and  
Development Center, San Diego, CA. Early Career Development  
for Junior Officers (16.1)

Discussant:

**Virginia R. Boehm**, Assessment and Development Associates,  
Portland, ME

11:00-  
12:50  
Cinema  
II  
(SC)

SYMPOSIUM: ORGANIZATIONAL USE OF PHYSICAL  
ABILITY TESTING, **Paul Sparks**, Serendipity Unlimited,  
Houston, TX, Chair.

Participants:

**Joyce Hogan**, College of Education/Department of Research,  
The University of Tulsa. A Model of Physical Performance for  
Occupational Tasks (16)

**Donna L. Denning**, E. I. DuPont De Nemours & Co.,  
Wilmington, DE. Applying the Hogan Model (16, 18.2)

**Kenneth R. Pederson**, Dow Chemical U.S.A., Freeport, TX.  
Medical and Safety Data: Critical Criteria for Physical Ability  
Testing (16)

**Jerri L. Frantzve**, Conoco, Inc., Ponca City, OK.  
Organizational Issues for Physical Abilities Testing (16)

Discussant:

**W. B. Bryant**, Shell Oil Co., Houston, TX

1:00-  
1:50  
Dominion  
South  
(SC)

DIVISION 14 S. RAINS WALLACE DISSERTATION AWARD  
PRESENTATION, **Larry L. Cummings**, Kellogg Graduate School  
of Management, Northwestern University, Chair

Presenter: **Jill W. Graham**, Faculty of Commerce, University of  
British Columbia. Principled Organizational Dissent.

2:00-  
3:50  
Dominion  
North  
(SC)

SYMPOSIUM: STRATEGIES FOR ADAPTING PROFESSIONAL  
SKILLS TO CHANGING TECHNOLOGIES,  
**James L. Farr**, The Pennsylvania State University, Chair.

Participants:

**Girard W. Levy**, Battelle Columbus Laboratories, Columbus,  
OH. Organizational Differences in Support of Continuing  
Education for Scientists and Engineers (16.1)

**Harold G. Kaufman**, Polytechnic Institute of New York. The  
Effects of Continuing Education Among Technical Professionals  
(16.1)

**Gary Ransom**, School of Management, Yale University.  
Innovations and Professionalism in High-Technology  
Organizations (16.1)

**Steve W. J. Kozlowski**, Michigan State University. Technology  
and Structure: Contexts for Engineer Technical Performance  
(16.1)

Discussant:

**Richard A. Dunnington**, School of Management, Boston  
University

4:00-  
5:50  
Dominion  
North  
(SC)

SYMPOSIUM: HUMAN RESOURCE PLANNING: FACT VS  
FANTASY, **Joanne C. Marshall-Mies**, Advanced Research  
Resources Organization, Bethesda, MD, Chair.

Participants:

**Marilyn K. Quaintance**, Morris & McDaniel, Inc., Washington,  
D.C. Public/Private Sector Human Resource Planning Programs:  
A Theoretical Model (16.1)

**Kerry Larkin-Levin**, Advanced Research Resources  
Organization, Bethesda, MD. Overview of Human Resource  
Planning in Public and Private Sector Organizations (16.1)

**Anthony J. Rucci**, American Hospital Supply Corporation,  
Evanston, IL. Strategic Human Resource Planning and the  
Practice of Industrial/Organizational Psychology (16.1)

Discussant:

**Patrick R. Pinto**, Industrial Relations Center, University of  
Minnesota

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NJ.

Equivalence of Measurement Across Heterogeneous Populations. **Charles L.  
Hulin**, University of Illinois

Meta-Analysis: Procedures, Practices, and Pitfalls. **Hilda Wing**, U.S. Army  
Research Institute, Alexandria, VA.

The Development and Validation of New Army Aptitude Area Composites.

**Paul G. Rossmelss**, U.S. Army Research Institute, Alexandria, VA.

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Green**, The John Hopkins University.

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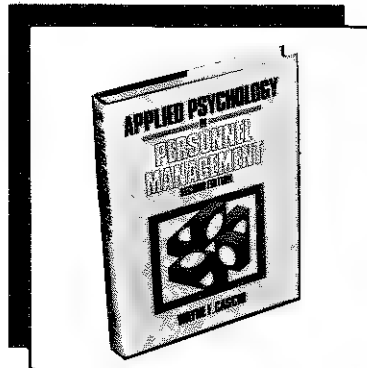
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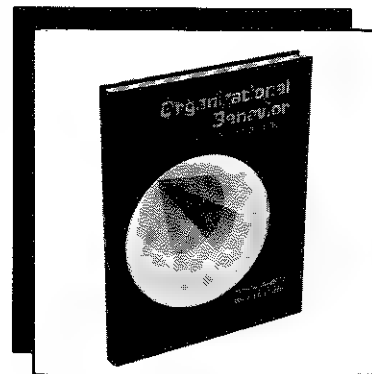
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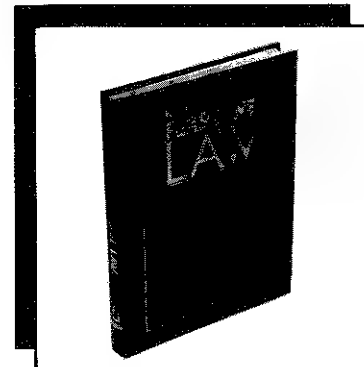
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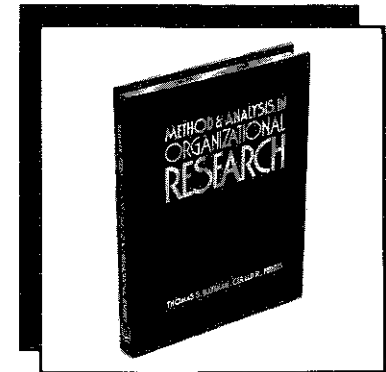
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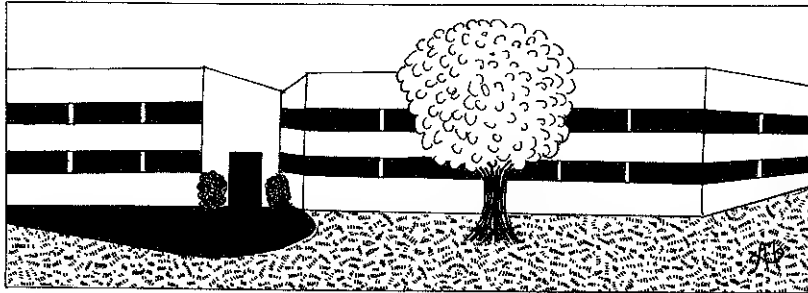
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# I/O CAREERS IN INDUSTRY



by ANN HOWARD  
AMERICAN TELEPHONE AND TELEGRAPH COMPANY

Let me begin by acknowledging that my particular job is not one bit typical for an I/O psychologist or OB practitioner in industry. In the first place I am solely in a basic research function. I don't develop programs, I don't evaluate them, I don't install them. That is pretty unique; in fact I couldn't name you one other person right now in industry that does just that. Secondly, I'm with AT&T, which has about 20 psychologists now. Because there are so many of us, it offers a support structure and also means that we specialize a bit. So, what I'm going to do is go considerably beyond my own experience. I didn't do a systematic survey, but I did interview a number of colleagues both inside and outside of AT&T to whom I'm grateful for their input and perspective.

There are three major areas I want to discuss. One is the rewards that my colleagues and I see as attached to having careers in industry and a second is some of the difficulties of such careers and some ways to get around these difficulties. Finally I think it's important to discuss career ladders; not just the first step into a job in industry, but what happens after that.

## Rewards

My colleagues in applied settings felt a number of specific rewards are related to jobs in industry.

## Make Things Happen

The first thing they usually mentioned was that in industry you can make things happen. You put in a program, and you see some results. You might see better people selected, or job satisfaction go up, or turnover go down. But you've made something happen, and that's a very exciting kind of reward.

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**"...in industry you can make things happen."**

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## Real World Challenges

A second reward is in the realm of real world challenges. You learn a lot of textbook solutions in graduate school, but when you get into industry you may find out many really don't work too well. There are various constraints that you must get around. Doing so can be a difficulty, but it can also be a challenge to your creativity, and there is significant satisfaction in applying your knowledge and creativity in the real situation.

## Know Them Where They Live

To "know him where he lives" is an old expression meaning "I've been to his home and I see another part of him that I wouldn't otherwise have known from a casual acquaintance." I tend to think that working in industry is "knowing them where they live" because you are right there working with managers and you're a part of them. Thus you can experience things yourself, not just read about them in a textbook; you can see things and hear things and feel things.

A good example of that was when, a couple of years ago, we at AT&T were suddenly ordered to another office building seven miles south of where we were working. There an executive vice president announced AT&T was divesting its twenty-three operating telephone companies. I felt the anxiety that gripped most employees that day, and when I saw people around me with blue faces I knew mine was blue also. It's one thing to read that organizational change causes anxiety and depression, but it's another thing to personally feel it. That was knowing them where they live.

Another advantage of knowing them where they live was especially pointed out by Mirian Graddick of AT&T. Managers can be a great deal of help to you. They know how things happen and how things work, and if you're smart you will befriend them and learn from them. They have a lot to teach you. It doesn't just work the other way around.

### **You're the Expert**

That last point is valid in spite of the reward of being an expert in your organization. Life in industry won't be like associating with your knowledgeable professional peer group. You may be the only one in the organization who has a particular kind of knowledge and it is nice to feel that you're the expert on that subject.

### **On Their Team**

This reward was pointed out by Martin Greller, who could contrast experiences in both industry and consulting. When management "beats up on you" (and they will), if you are on their team, a part of their organization, there is some motivation for them to do it a little bit more responsibly. They can't just throw you out or exploit you because you're also employed there to do a job and you're going to keep coming back. And if they're smart, they'll try to develop you a little bit so that you can help them out better.

### **Hygiene Factors**

The hygiene factors include pleasantries like a nice office and a secretary, paid vacations, pensions, savings plans, and other fringe benefits. For example, the company helps pay for getting my teeth fixed and for my husband's glasses. In terms of salary, you can do considerably better in industry than in academia; you're unlikely to get rich, but you won't be poor either.

### **Spare Me**

A final reward I've called "spare me". There are certain aspects of consulting and the academic life that some people find particularly noxious, and if you are in industry, you don't have to cope with them. What am I speaking of? The pressure to publish or perish isn't there in industry. Some academics can't stand to teach and you don't have to pay that price in industry. As another example, a lot of consultants travel almost all the time. In industry you might have some travel, depending on your organization, but it's probably not going to be as excessive as it could be when consulting.

### **Difficulties**

Working in industry also has its unique set of difficulties as well as its rewards.

### **Alone Among the Sharks**

"Alone among the sharks" is an expression from AT&T psychologist Ken Pearlman. You may be the only psychologist

where you are working in industry. This probably means that you are going to be the only one who really understands what you do. This feeling of being alone can happen even in an AT&T, for you are not necessarily going to be in the company of other psychologists when you deal with your internal clientele.

What happens then is that you spend a lot of your time explaining who you are and what you can do. And since managers are not necessarily enchanted with having you there, the need for constant client education can sometimes be a burden.

---

**"...managers are not necessarily enchanted with having you there..."**

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### **Losing Your Roots**

Although an advantage of being in industry may be to escape the publish or perish dictum, many psychologists want to stay with their roots by publishing in the professional journals or participating in professional meetings and activities. But not all psychologists in industry are able to do these things. In the first place, publication is not really appreciated by your organization. There is no reward system built in for it, and you may be so busy putting out fires in the organization, you may not be able to find time to publish.

Other organizations really don't want you to publish and many forbid you to; they may consider your research findings proprietary information and they don't want them exposed in the general literature. I have known psychologists who had to use pseudonyms in order to get something published, and others have been prohibited by their organizations from releasing data relevant to validity generalization.

### **Selling Your Services**

Just like in consulting, you have to sell your services. It might be thought that should not be true in industry. But there is usually no mandate that the people in your organization have to use your services just because you are part of staff. They can ignore you, they can go out and hire consultants, they don't have to accept what you do. You have to sell yourself and you have to sell things like releasing employees from their jobs in order to administer tests and questionnaires or do whatever you want to with them.

That can be especially difficult when management is able to tie specific money amounts to getting those people off the job. This can easily happen with assembly line workers or sales personnel,

where if they're gone for a half a day, it's X number of dollars lost to the organization.

When Doug Bray and I were conducting an interorganizational testing study, where we wanted to confirm some of our results from AT&T research across different organizations, we had this problem even though we offered our services for free. We offered to do all the work, buy all the tests, show them how to administer them, do all the data analyses, report back the results, everything. We approached about 150 organizations, and these were organizations where we had internal contacts; we got only 10 to participate. Many of our psychologist contacts genuinely wanted to do it, but they could not sell their organizations on it.

You also might have to sell what you have already produced. Even if you've done a utility analysis and you know your program will offer more financial gains than losses, managers in the organization may not see it that way. They're used to thinking about just the expense side, about cutting costs, and not thinking about the potential benefits of what you have to offer. If you walk in with a proposal like an assessment center, which is expensive and has logistical problems, they might be very reluctant to take such a step. So you have to sell.

### Who Needs Research?

"Who needs research?" represents an attitude that you may run up against in industry. As an I/O psychologist in the scientist-practitioner model, you may assume that with most things you try to do, some research is going to be needed. Your clients in industry won't necessarily assume that at all. This can be particularly difficult if there isn't even an immediate problem, which is what I run up against doing basic research. I want to get some information to help our understanding, and maybe it will lead to something and maybe it won't. That can be a very hard sell.

Even if managers do have a particular applied problem and come to you for a solution, as Ken Pearlman put it, "Well their notion might be why can't you just reach into your desk drawer and come up with something and tell me what to do?" They often don't appreciate the need for new research, or even the fact that some previous research may underlie any packages that do happen to be in your drawer.

### Doing It Whose Way?

Once you do get permission to do research, you may run up against management's demands about how to do it. Their way of doing research is probably short, quick, and dirty. Your way is to make it professionally sound. This is an area of potential conflict, but some suggestions may help.

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## "Their way of doing research is probably short, quick, and dirty."

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1) *Draw the right line.* You will probably have to compromise on how to do the research and it is important for you to know what is o.k. to compromise and what is not o.k. to compromise. For example, you might be doing an attitude survey and to conform to their short, quick, and dirty guidelines be willing to package the questionnaire in a way that makes it look less cumbersome but be unwilling to cut redundant questions for fear of losing reliability of measurement.

2) *Be sneaky.* I'm not suggesting that you do anything unethical, but you can seize opportunities to slip in some research, which, though not related to your immediate applied problem, may have later payoff. This is what Dick Ritchie calls "guerilla research." For example, he and Virginia Boehm added some instruments to study management women in an assessment center evaluating their middle management potential. The research instruments were not used for the women's career decisions but provided useful information later on.

3) *Dumb it down.* This is frequent advice for psychologists in industry. When you are just getting your Ph.D., you learn a new vocabulary and it is sort of fun to try to impress others with fancy language and jargon. But it really doesn't work well in industry. Your goals should be to explain things to managers in simple, clear language. For example, instead of using the word "validity" you could say "we're now going to compare how they did on the test with how they did on the job".

As another example, I frequently have some rather heavy research data that I have to present to management groups. Instead of talking about F or t statistics and probability values, I just present important comparisons with asterisks showing statistical significance. I explain them somewhat like the following: "Here we have one star, which indicates there's a difference you ought to pay attention to. Where I have two stars, this says 'Hey, this is really a big difference' ". I go through the data and I'll remark, "Now look fellows, that's a two star difference!". It's not very elegant but it works.

You also should know how to write reports which are geared to different audiences. There's an old adage in industry which says, "When you're writing something for your peers, you give them the full report". (That might be for us professional colleagues.) "When you go to the director, you can condense it to five pages.

When you go to the vice president, one page is fine. When you go to the president, draw cartoons".

### **Business Values**

Gary Kaufman pointed to some value differences between psychologists and managers in a November, 1983 article in **TIP**. There's a bottom line orientation in the organization, and you must realize that organizations are in business to make a profit, not to provide you with subjects for your research. You might find that the whole human resources department is considered either not very important in the bottom line (so you don't get very much support), or worse, a negative drag on the bottom line.

There's also a do-it-now mentality that may deny you the opportunity to be the scholar you would like to be, to think things through, to philosophize; presumably you would have a better opportunity for that in an academic position. Psychologists may find it somewhat inconvenient, but if they work in industry they must also mind the nine-to-five type rules that say you must wear the proper clothes, keep specific hours, go to meetings, etc.

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**"...organizations are in business to make a profit, not to provide you with subjects for your research."**

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### **Career Ladders**

The foregoing comments have addressed the general situation of the I/O psychologist in industry. Yet there is more than one position that could be held on the career ladder.

An important point to recognize about the career ladder in industry is that it tends to be rather short without moving out of the field. Promotions are possible, but you will soon find yourself in the role of executive rather than psychologist.

An executive position can be very broadening and give you a lot of power and the opportunity to make policy. However, you must realize you are leaving your field and will no longer have the opportunity specifically to use your doctoral training.

If there is more than one step to the psychologist career ladder without leaving the field, as is often true, the additional step is likely to put you in the role of psychologist-manager. I can speak about this role from my own experience, but it is certainly prominent among "things they never taught me in graduate school".

### **Advantages of a Supervisory Role**

What does it mean when you are doing psychology but you have subordinates? First of all, you get somebody to do your tedious work. I have three people on my staff who do nothing but work on the computer and deal with SAS and SPSS and the like. I don't even know how to go on line on the AT&T computer; I don't need to know because they do that for me.

Not only am I relieved of tedium, but I can get a lot more done that way. At the present time I have twelve major, active projects, and there's absolutely no way in the world I could do twelve projects all by myself.

Subordinates also mean somebody to share the excitement of the research, which is more fun than working in isolation. They also give you a chance to practice what you preach. If you're studying management, there's nothing like being a manager to help understand the process. Never will you appreciate individual differences more than if you try one textbook style of management uniformly!

### **Disadvantages of a Supervisory Role**

Not all of the psychologist-manager's job is pleasant, however. There will be administration problems related to having a support staff. You must take care of performance appraisals and time sheets and approve expenses and a lot of other activities that seem to gobble up your time. You can have personnel problems. Your subordinates won't necessarily get along with each other and you must referee. They may get frustrated because they're not promoted. They may not perform well. They may grumble and have poor attitudes. They may be absent or they may leave and you must spend time recruiting and selecting replacements.

A final disadvantage of subordinates that may not be recognized is constant questions. You cannot tell a subordinate, "This is what I want you to work on, and you come back in three months when it's done". It doesn't work like that. They come back to you constantly, because even though you may delegate generously, there are still issues where they need your advice and counseling. You have to be around and give your time to deal with that.

As a psychologist-manager you are also going to have administrative kinds of tasks that do not involve subordinates. There are budgets to make and monitor and interdepartmental requirements (answer this for the tax people, answer that for the legal people, etc.). You will be part of a communication chain and you must carry messages up and down and across the line.

### Dealing With the Press

As a psychologist-manager you may be especially vulnerable to the responsibility of representing the company on the outside. Your organization probably will want to have good relations with the press and you will be expected to cooperate with them. However, this can be a very frustrating experience, especially if you have no previous guidance in such matters. Members of the press usually have short deadlines, and they can be very demanding about getting an answer from you now. They want simple answers to complex questions, and it can be very frustrating for both of you to satisfy your needs for proper representation of your work as well as their needs to communicate.

Another fact of life with the press is that you will be misquoted. I will guarantee it. They do not have the same values that we do. Their job is to provide an interesting story that people will read, and if that means changing what you say or putting somebody else's words in your mouth or yours in somebody else's mouth, they will do it. That's life with the press.

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**"Another fact of life with the press is that you will be misquoted. I will guarantee it."**

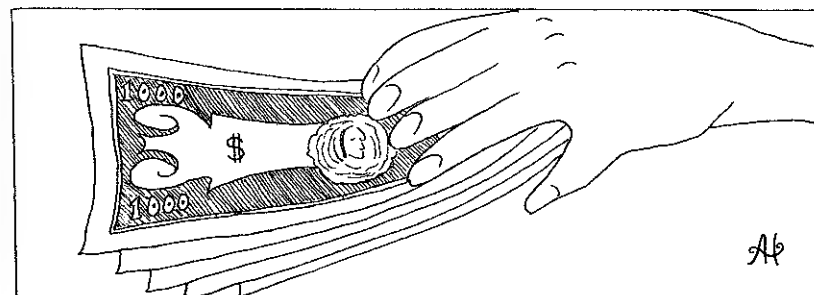
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### The Daily Pace

What these descriptions boil down to are tremendous time pressures for the psychologist-manager. You kind of bounce from one thing to another. Some studies of managers have shown that the average length of time a manager spends on any one task before being interrupted for another one is something like seven or eight minutes. It really is like that. And it is difficult to try to integrate that kind of a role with studying research data, trying to come up with new theories or hypotheses, or even writing about what you discovered in your research.

Finding time for the kinds of activities you want to perform as an I/O psychologist can be a great challenge if you are also a manager. But then isn't challenge what it's all about?

## HIGH EARNINGS FOR I/O PSYCHOLOGISTS



by **MARTIN M. GRELLER**  
**WATCHUNG, NEW JERSEY**

When counseling an undergraduate on the prospects of a career in I/O psychology, I was asked, "Can you make a lot of money doing this?" To her a lot of money meant \$200,000 a year, and my spontaneous reaction was that she should not count on it in this field.

But, whether correct or not, the response was ill-informed. We often tell young people what our field is like as a profession and discuss problems of practice for those with more experience. Yet very little has been said about the top end of I/O psychology income.

Sorenson and Durand's working paper for the annual salary survey (**TIP**, August 1983) provides a starting point. They broke out the top 10% -- those with incomes between \$80,000 and \$250,000. According to Sorenson and Durand's study, 53% of the high earners were consultants, 35% were personnel directors or executives, 7% were involved in research, and 5% were self-employed. The high earners were most likely to be employed by a banking/finance corporation or consulting firm or to be self-employed. They were least likely to work for the government or an academic institution.

There is no category of employment in which most people are in the top 10% of earnings. So the question remains, what differentiates the high earners from others? To track down the differences, 12 interviews were conducted with I/O psychologists in each of the high earning job categories and with professional recruiters. In each case the purpose of the inquiry was described and then they were asked, "What characteristics of the job

and/or person differentiates the top 10% of I/O psychology earners from the rest?"

### **Job Characteristics**

Not much was made of the difference in jobs (beyond what was demonstrated in the Sorenson and Durand study). Academic and pure research jobs were recognized as lower paying but offering significant intrinsic rewards. One reason job characteristics may be less important is reflected in the observation of a human resources director: high earners reshape their jobs to make them more valuable to the organization. There was agreement that the high paying jobs required greater political awareness and risk taking.

The companies offering the highest paying jobs are doing well within industries that are doing well. As recruiters are most likely to seek out an individual already in a given industry, early career choices have a continuing effect on one's earning prospects. Bill Meyer, president of Rohrer, Hibler and Replogle, notes geographic differences in receptivity to large expenditures, whether in salary or consulting fees.

### **Personal Characteristics**

The high earners were seen to have a greater orientation toward business, different values associated with their work, and well-developed interpersonal skills. The three interact in fostering economic success. Each is a necessary but not sufficient condition.

Business orientation means more than owning a pin stripe suit (although dress is an indicator). It means a genuine comfort with the people, activities, and language of business. Participation in the enterprise is expected; "professional discipline" is fine but "professional distance" is unacceptable. It is not uncommon for a high earner to say, "I used to be an I/O psychologist." In part this recognizes the broader, administrative responsibilities of high earners, but more important it reflects greater identification with the enterprise than with the profession.

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**"It is not uncommon for a high earner to say 'I used to be an I/O psychologist'."**

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Business orientation goes beyond self-image to a knowledge of the business involved and the consistent application of the

knowledge. Financially successful I/O psychologists must understand what makes the business(es) they serve profitable. Armed with that knowledge, they are able to make more appropriate interventions. Such knowledge should not be confused with formal business education; it is an understanding (whether conceptual or intuitive) of the way things work in a particular industry or corporate environment.

Several people observed that high earners see themselves as a business. This was usually said when describing successful consultants. They understand which of their activities are the most lucrative and factor that into their decisions, although they are not ruled by it.

The most financially successful were described as having different values. The acquisition of wealth is viewed as a legitimate objective. They use compensation as a way of "keeping score", as visible evidence of the value placed on their work. They also like the things which money can buy, whether it be a BMW or a good education for their children.

The difference goes beyond a fondness for money. These are self-confident people, not dependent on their professional identity for legitimacy. They face and resolve dilemmas through action rather than prolonged reflection. They are hard working, as indicated by a willingness to sacrifice things personally meaningful to succeed. Richard Miners of Goodrich and Sherwood notes that when conducting searches for highly paid I/O psychologists, recruiters look for the individual who sets goals, both personal and professional, and who derives great satisfaction from meeting them.

Interpersonally, high earners have especially well-honed listening skills. All I/O psychologists should be effective listeners; we learn interviewing and counseling as part of our basic training. But, in this context, listening is indicated by adapting the use of one's skills to meet the real needs being stated. Listening is the first step in responsiveness to the needs of business.

To listen one must first spend time with the people who have something to say about the needs and direction of the business and then influence them. Typically, these are successful business people who are themselves well paid. The financially successful I/O psychologist must be comfortable and effective in the company of these people. One independent consultant described this as "effective, aggressive sociability." Whether employed within or as a consultant to the corporation, one must be able to sell ideas at the top level. In the words of Nicholas Gardiner of Boyden, it requires a "professional self-certainty", knowing what can realistically be done and putting that forth with confidence.

Extraordinary levels of professional skill, creativity, and intelligence were not attributes deemed necessary for high income. Well-paid practitioners certainly are seen as competent, but their uniqueness lies in applying what is known rather than opening new frontiers from the field. The vigor with which the consultants and senior managers interviewed disclaimed these desirable attributes was an embarrassment of humility.

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**"Extraordinary levels of professional skill, creativity, and intelligence were not attributes deemed necessary for high income."**

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### **Do We Sincerely Want to Be Rich?**

Most of the psychologists interviewed were caught off guard by the question. These issues had not received much thought. One of the recruiters was amused at the limited personnel research we personnel researchers had done on the antecedents of our own economic success. Such inattention suggests we (as a group) may not be achieving our full economic potential. Why should a professional group be good at something to which it pays little attention?

Advancement for I/O psychologists frequently comes through changes in employment. In the Metropolitan New York Association for Applied Psychology, 25% - 30% of the 700 members request changes of address/affiliation each year. Much of the movement reflects advancement, but it is advancement "in the field", not in the company or industry. To the extent knowledge of the business is critical to their earning potential, I/O psychologists' mobility patterns work against their long term financial interests.

Granted, the observations reported here are not based on a cross-sectional study of income as a function of job and individual characteristics. They are the informed observations of people presumed to be knowledgeable. Reflecting on these observations, I am tempted to go back and revise my counsel to that undergraduate. While she still should not count on it, it certainly is possible for her to "make a lot of money" through I/O psychology. To do so will involve some career choices (e.g., be a practitioner/consultant, not an academician/civil servant; work in a growing, not declining industry; select a large, profitable company). It requires honing the personal skills already described. But, it will also require an approach to her career and work different from that of many of her colleagues.

## **GUIDE FOR RESEARCHERS IN SEARCH OF FUNDING**

An updated guide to research funding in the behavioral sciences was published by the American Psychological Association in mid-June. The second edition of the *Guide to Research Support* updates the information on federal government sources of funding for behavioral science research included in the first edition and adds much new material. It also provides a new section on nonfederal sources of research support, mostly foundations. Compiled by the staff of the APA Scientific Affairs Office, the *Guide* is the only sourcebook of its kind designed to assist researchers in the psychological, cognitive, and behavioral sciences.

It covers 180 federal programs and 55 foundations and other private organizations that fund research of interest to behavioral scientists. Each federal program entry includes a description of the types of research supported, the amount of money available for FY 1984, an analysis of awards made in previous years, and directions on how to apply for funding. The nonfederal program entries include descriptions of the types of projects supported, analyses of grants made in previous years, application guidelines, and notes on which foundations publish annual reports. The names, telephone numbers, and addresses of contact personnel are also listed for all programs.

The Guide is available through the **APA Order Department, 1200 Seventeenth St., N.W., Washington, DC 20036**. The price for APA members is \$20; non-members \$25. Orders totaling \$25 or less must be prepaid. (Please add \$1.50 per order for postage and handling.)

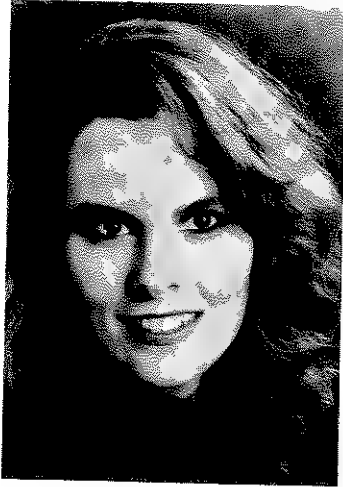
## **GRADUATE PROGRAMS SURVEY**

The 1982 *Survey of Graduate Programs in Industrial/Organizational Psychology and Organizational Behavior* is still available. Copies may be obtained from the Chair of the Education and Training Committee, **Daniel Ilgen, Department of Psychology, Michigan State University, East Lansing, Michigan 48824**.



## SOCIETY HIRES ADMINISTRATIVE SECRETARY

On July 1 the Society took on its first paid employee. Deborah Kay Evans, our Administrative Secretary, is housed in an office in the Psychology Department of the University of Maryland, across the hall from President-Elect Ben Schneider.



Deborah Evans

Deborah was an import from Tennessee, where she graduated from Sullivan Central High School in Blountville. She completed a Bachelor's degree in 1981 in physical education and recreation at East Tennessee State University in Johnson City.

Her work experience since the baccalaureate has been quite varied. She was first a Sales Counselor for Nutri/System in Johnson City, Tenn., where she informed patients of procedures, provided personal weight loss analyses using a personal computer, and handled duties such as bookkeeping, appointments, and inventory.

After a brief stint at waitressing, she relocated to Nashville and joined a publishing company, where she did general secretarial and office work. She left that position to join a company that wholesales musical instruments made in Japan; she assisted the President and performed such roles as credit manager, foreign liaison, advertising, inventory, and operator of the personal computer/word processor. Her last position was as Sales Director for The Barn Dinner Theatre in Nashville, where she contacted businesses, tour companies, and other groups that would be interested in the facility; put together flyers and brochures; and planned meetings.

In her spare time, Deborah likes to write songs for the piano, ride horses, and engage in all sorts of athletic activities; she is also an actress. Her sojourn to the University of Maryland was prompted by the desire to follow her fiancé, who will be a graduate assistant in Maryland's Theatre Department. She had filed an application for University employment in May while there

on a visit; the Society flew her back for the interview that led to her hire.

Deborah will work about half time for the Society and half for Maryland's Psychology Department. Her function for the Society is to assist the Secretary/Treasurer, **TIP** Editor and Business Manager, Continuing Education and Workshop Chair, and President and generally to facilitate the work of the Executive Committee. She will handle all sorts of Society mailings, including **TIP**, respond to requests for publications, maintain financial and other records, post bills and prepare distribution voucher checks and bank deposits, and route various items of Society business to appropriate members of the Executive Committee or Committee Chairs. To contact her, check the address on the back cover of **TIP**.

Deborah's employment is a significant step forward in freeing the Society's officers and committees from many important but time-consuming administrative tasks. It is also a triumphant symbol of the vitality of the Society for Industrial and Organizational Psychology.

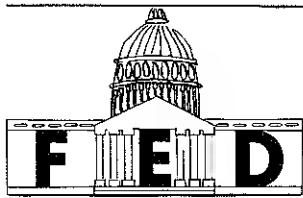
### SUPPORT SOUGHT FOR

#### Edwin E. Ghiselli Award

The **Edwin E. Ghiselli Award** will replace the James McKeen Cattell Award as the designation for the best proposal for research in I/O Psychology. Named after one of the chief proponents of a broad approach to research in I/O Psychology, the Ghiselli Award will become a symbol of excellence for those who earn it.

The Ghiselli Award needs to be funded by I/O Psychologists and their organizations. Each I/O Psychologist should feel the necessity to contribute at least \$10.00 for the establishment of the Ghiselli Fund and organizations which employ I/O types need to be asked for contributions. The Ghiselli Award is as important as anything else we support because it looks to the future; the award is for proposals, not accomplishment.

Send contributions to the Administrative Secretary (address on back cover). All contributions should be made out to the **Society for I/O Psychology**; a notation of **Ghiselli Fund** should be on the face of the check.



## Fair Employment Developments

James C. Sharf

### RELIEF LIMITED TO INDIVIDUALS, NOT MERELY MEMBERS OF AFFECTED CLASS, SAYS SUPREME COURT IN MEMPHIS FIREFIGHTERS DECISION

The Supreme Court's 6-3 decision in *Firefighters Local Union No. 1784 v. Stotts* was a potentially far-reaching Title VII decision going well beyond the seniority facts presented in this case. In the majority opinion, Justice White wrote that Title VII permits only remedies that reward *individuals* who can prove they are *actual victims* of illegal discrimination, rather than remedies to members of groups who may not have suffered individually from the consequences of a particular employment decision.

The Attorney General stated that under the decision, "federal courts cannot impose quotas based upon racial considerations in employment relationships. We think this is a correct decision. We have maintained all along that quotas are a device for discrimination." The majority opinion made it "...clear that mere membership in the disadvantaged class is insufficient to warrant a seniority award; each individual must prove that the discriminatory practice had an impact on him."

#### Facts In Memphis

In 1977, Carl Stotts, a black captain in the Memphis Fire Department, filed a Title VII class action complaint alleging that the Department was engaged in a pattern and practice of racially discriminatory hiring and promotion. While Memphis was about 37% black, the city's 1300-member Fire Department was only 10% black. This black percentage, however, represented a significant increase from the 3% participation rate found in 1974 when a consent decree sought by the Justice Department and approved by the District Court obligated the City to undertake affirmative action by filling 50% of the job vacancies with blacks.

The 1977 Stotts complaint was settled in a 1980 consent decree approved by the District Court. The City did not, by agreeing to the decree, admit any violations of Title VII with respect to the allegations in the complaint. The City agreed,

nevertheless, to award 20% of the promotions to blacks and agreed to the "goal" of increasing the proportion of minorities in *each job classification* to the percentage of blacks in the county. Neither the 1974 nor the 1980 decree, however, contained a provision for layoffs.

As the result of a budget crunch in May of '81, the City announced plans to lay off a large number of city employees. At Stotts's request, the District Court entered a temporary restraining order forbidding the layoff of any black employee; under the Department's established seniority plan, 40 of the least senior firefighters were to be laid off, including 25 whites and 15 blacks. The black firefighters successfully argued that adhering to the Department's seniority plan would adversely affect blacks. The District Court agreed that the "bona fide" seniority plan could not be followed in determining who was to be laid off "insofar as it will decrease the percentage" of blacks.

A "modified seniority plan" was drawn up and approved by the Court. In a number of instances, to comply with the injunction, non-minority employees with more seniority than minority employees were laid off or demoted in rank. On appeal, the Court of Appeals for the Sixth Circuit affirmed the lower court's decision. Both the Union and the City filed separate petitions for certiorari to the Supreme Court and the petitions were granted.

The Supreme Court last term had decided not to review an almost identical case involving Boston Firefighters who were subsequently also rehired but whose tenure additionally had been guaranteed through legislation. The Supreme Court did agree to review the Memphis lower court decisions, even though the laid off firefighters had been rehired, because the case was not moot. The Supreme Court reasoned that since the District and appeals decisions were still in force, they would govern future lay-offs; unless overturned, the lower court decisions would require the City to obey the modified consent decree and to disregard its seniority agreement in making *future* layoffs. Furthermore, the Court reasoned that although the City had restored all white employees who had been laid off or demoted, those employees might be entitled to both lost pay and to having their full seniority restored.

The Supreme Court reasoned: "The issue at the heart of this case is whether the District Court exceeded its powers in entering an injunction requiring white employees to be laid off, when the otherwise applicable seniority system would have called for the layoff of black employees with less seniority. We are convinced that the Court of Appeals erred in resolving this issue and in affirming the District Court."

## Supreme Court Opinion

"Section 703(h) of Title VII provides that it is an unlawful employment practice to apply different standards of compensation, or different terms, conditions, or privileges of employment pursuant to a bona fide seniority system, provided that such differences are not the result of an intention to discriminate because of race. It is clear that the City had a seniority system, and that in making the settlement the City had not agreed to award competitive seniority to any minority employee whom the City proposed to lay off. The District Court held that the City could not follow its seniority system in making its proposed layoffs because its proposal was discriminatory in effect and hence not a bona fide plan. Section 703(h), however, permits the routine application of a seniority system absent proof of an intention to discriminate. Here, the District Court itself found that the layoff proposal was not adopted with the purpose or intent to discriminate on the basis of race. Nor had the City in agreeing to the decree admitted in any way that it had engaged in intentional discrimination. The Court of Appeals was therefore correct in disagreeing with the District Court's holding that the layoff plan was not a bona fide application of the seniority system, and it would appear that the City could not be faulted for following the seniority plan expressed in its agreement with the Union. The Court of Appeals nevertheless held that the injunction was proper even though it conflicted with the seniority system. This was in error."

"If *individual members* of a plaintiff class demonstrate that they have been *actual victims* of the discriminatory practice, they may be awarded competitive seniority and given their rightful place on the seniority roster...mere membership in the disadvantaged class is insufficient to warrant a seniority award; *each individual must prove that the discriminatory practice had an impact on him* (emphasis added). Even when an individual shows that the discriminatory practice has had an impact on him, he is not automatically entitled to have a non-minority employee laid off to make room for him. He may have to wait until a vacancy occurs, and if there are non-minority employees on layoff, the Court must balance the equities in determining who is entitled to the job. Here, there was no finding that any of the blacks protected from layoff had been a victim of discrimination and no award of competitive seniority to any of them. Nor had the parties in formulating the consent decree purported to identify any specific employee entitled to particular relief other than those listed in the exhibits attached to the decree. It therefore seems to us that in light of *Teamsters*, the Court of Appeals imposed on the parties as an adjunct of settlement something that could not have been ordered had the case gone to trial and the plaintiffs proved that a pattern or practice of discrimination existed."

Our ruling in *Teamsters* that a court can award competitive seniority only when the beneficiary of the award has actually been a victim of illegal discrimination is consistent with the policy behind PP 706(g) of Title VII which affects the remedies available in Title VII litigation. That policy, which is to provide make-whole relief *only to those who have been actual victims of illegal discrimination* was repeatedly expressed by the sponsors of the Act during the congressional debates. Opponents of the legislation that became Title VII charged that if the bill were enacted, employers could be ordered to hire and promote persons in order to achieve a racially-balanced work force even though those persons had not been victims of illegal discrimination. Responding to these charges, Senator Humphrey explained the limits on a court's remedial powers as follows:

"No court order can require hiring, reinstatement, admission to membership, or payment of back pay for anyone who was not fired, refused employment or advancement or admission to a union by an act of discrimination forbidden by this title. This is stated expressly in the last sentence of...Section 707(g)

...Contrary to the allegations of some opponents of this title, there is nothing in it that will give any power to the Commission or to any court to require...firing...of employees in order to meet a racial 'quota' or to achieve a certain racial balance. That bugaboo has been brought up a dozen times; but is nonexistent'."

"An interpretative memorandum of the bill entered into the Congressional Record by Senators Clark and Case likewise made clear that a court was not authorized to give preferential treatment to non-victims. 'No court order can require hiring, reinstatement, admission to membership, or payment of back pay for anyone who was not discriminated against in violation of Title VII...'."

"Similar assurances concerning the limits on a court's authority to award make-whole relief were provided by supporters of the bill throughout the legislative process. For example, following passage of the bill in the House, its Republican House sponsors published a memorandum describing the bill. Referring to the remedial powers given the courts by the bill, the memorandum stated: 'Upon conclusion of the trial, the federal court may enjoin an employer or labor organization from practicing further discrimination and may order the hiring or reinstatement of an employee or the acceptance or reinstatement of a union member. *But Title VII does not permit the ordering of racial quotas in business or unions* ...'(sic)'. In like manner, the principal Senate sponsors, in a bipartisan news letter delivered during an attempted filibuster to each senator supporting the bill, explained that '(u)nder Title VII, not even a Court, much less the Commission, could order racial quotas or the hiring, reinstatement, admission to membership or payment of back pay for anyone who is not discriminated against in violation of this title'."

"The Court of Appeals holding that the District Court's order was permissible as a valid Title VII remedial order ignores not only our ruling in *Teamsters* but the policy behind PP 706(g) as well. Accordingly, that holding cannot serve as a basis for sustaining the District Court's order."

"Finally, the Court of Appeals was of the view that the District Court ordered no more than that which the City unilaterally could have done by way of adopting an affirmative action program. Whether the City, a public employer, could have taken this course without violating the law is an issue we need not decide. The fact is that in this case the City took no such action and that the modification of the decree was imposed over its objection."

"We thus are unable to agree either that the order entered by the District Court was a justifiable effort to enforce the terms of the decree to which the City had agreed or that it was a legitimate modification of the decree that could be imposed on the City without its consent. Accordingly, the judgment of the Court of Appeals is reversed."

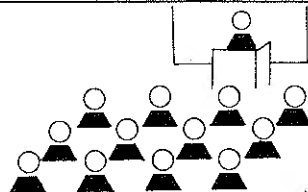
*James C. Sharf is Vice President of Richardson, Bellows, Henry & Co. and a member of TIP's editorial board.*

## JOB OPENINGS?

Contact the Business Manager to advertise in **TIP**. Ed Adams, TIP, P.O. Box 292, Middlebush, NJ 08873 (212 605-7683).

## Meetings

### Past and Future



#### I/O & OB Graduate Student Convention

April 27-29, 1984

The Fifth Annual I/O & OB Graduate Student Convention, held in Virginia Beach, Virginia, was hosted by Old Dominion University's I/O program in collaboration with NC State's I/O program and UNC-Chapel Hill's OB program.

The primary purpose of the I/O OB Convention is to provide an informal environment where students from different programs can meet to exchange research ideas, share their gripes (and successes!), and begin to develop networks with future colleagues. In addition, the Convention provides the opportunity for students to meet with some of the well known members of our field. The program typically consists of student papers as well as workshops, keynotes, and panel discussions presented by notables in the profession.

We are pleased to report that the 1984 Convention was a most successful event, with an excellent student turnout. In addition to the typical strong representation from the Midwest and Eastern programs, this year's Convention attracted students from as far west as Arizona, as far north as Canada, and as far south as Florida. Keynote addresses were delivered by Marvin Dunnette and Clayton Alderfer and workshops were provided by Mickey Kavanagh, Judith Komaki, Edwin Fleishman, and Irv Goldstein. These sessions were well attended and extremely well received.

One of the highlights of the Convention was the panel discussion on career paths in I/O and OB (see the feature articles in this **TIP**) by Paul Thayer, John Hinrichs, and Ann Howard, moderated by Al Glickman. The participants' presentations were punctuated by lively interaction with the student audience, who were eager to uncover insights into career choices.

This year's steering committee is in the process of selecting the winners of the Wherry Award (best I/O paper) and the OB paper award. These papers will be presented at the APA Convention and at the Meeting of the National Academy of Management, respectively.

- By Scott I. Tannenbaum, Old Dominion University

## HFS ODAM International Symposium

August 21-24, 1984

The First International Symposium on Human Factors in Organizational Design and Management, co-sponsored by the Human Factors Society and the International Ergonomics Association, will be held at the Sheraton Waikiki Hotel in Honolulu. The program will include four full-day and nine half-day workshops and over 100 papers, case studies, reviews, and panel presentations by leading professionals from 23 countries. The workshops will be spread throughout the program to allow for multiple attendance and will include such topics as workload assessment, human systems modeling and simulation, factory automation and robotics, office automation and design, increasing white collar productivity, and several methodologies for integrating human factors with other approaches to organizational design.

A special workshop on "Putting the One Minute Manager to Work" will be presented by Robert Lorber, co-author with Ken Blanchard of the best-selling management book by the same title. Keynote Speaker for the Symposium will be Michael Maccoby of Harvard, author of *The Gamesman* and *The Leader*.

Continuing Education credits for workshops will be available through the University of Southern California. Hard cover proceedings, a reception, and Hawaiian Luau dinner and show are included in the early registration fee of \$175. Contact **Hal Hendrick, Chairman, ODAM International Symposium, Institute of Safety and Systems Management, University of Southern California, Los Angeles, CA 90089-0021 (Phone: 213 743-7914)** for further information.

### Workshops on Computer Applications

August 24-28, 1984 (APA Convention)

The APA's Continuing Education Committee will offer three workshops on various applications of computer technology at the 1984 annual meeting in Toronto. "Microcomputer Applications for the Anxious User", designed for novices, introduces the versatility of computers, ways to overcome anxiety, how to decide on purchasing a computer, program writing and debugging, and psychological applications of "micros". "Using Microcomputers to Manage Existing Data in Mental Health Agencies" offers entry-level skills on how to apply computer technology to the wealth of data which already exists in mental health agencies but which is often inaccessible for decision-making purposes.

"Procedures for Ability Testing by Computer" presents the principles and procedures used to administer ability tests by computer, including detailed examinations of the common adaptive and nonadaptive procedures and the methods required to implement them.

CE credits will be awarded for participation in these workshops. For complete information on schedules, fees, and learning objectives for these and other workshops, contact **Rosemary Beiermann, Continuing Education Office, American Psychological Association, 1200 17th Street, N.W., Washington, D.C. 20036 (Phone: 202 955-7719).**

### **Personnel Psychology and Organizational Psychology Conference, October 19, 1984**

The Michigan Association of Industrial and Organizational Psychologists will hold its first annual conference at the Sheraton Oaks Inn, Novi, Michigan (suburban Detroit) on October 19, 1984. Both members and non-members are encouraged to attend. The conference is designed for graduate students and human resource professionals in the public and private sectors and academic institutions.

The program will include topics such as Legal Issues, Performance Appraisals, Comparable Worth, Validity Generalization, Training/Retraining, Quality of Work Life, and Productivity Improvement. The conference will have a varied format including presentations of papers, guest speakers, discussions, and workshops.

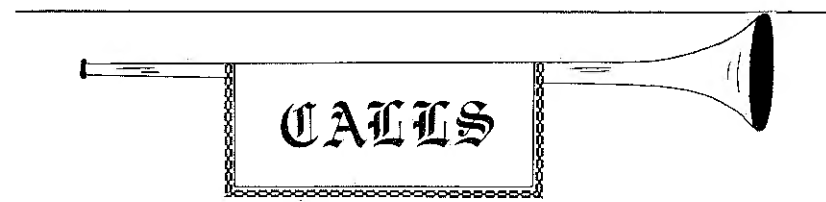
For registration and information contact **Ken Klein, Detroit Edison, 2000 Second Avenue, Detroit, Michigan 48226 (Phone: 313 237-6736).**

### **Conference on Managing Corporate Cultures October 24-27, 1984**

The University of Pittsburgh Graduate School of Business is hosting a conference in Pittsburgh on Managing Corporate Cultures. Papers will focus on assessing, diagnosing, changing, and evaluating organization cultures; that is, managing culture rather than describing it. Special invited papers will be presented by Warren G. Bennis (University of Southern California), Stanley M. Davis (Boston University), Terrence E. Deal (Peabody at

Vanderbilt), Jay W. Lorsch (Harvard University), Thomas J. Peters (Palo Alto Consulting Center), and Edgar H. Schein (MIT).

For more information contact **Dr. Ralph H. Kilmann, Director, Program in Corporate Culture, Graduate School of Business, University of Pittsburgh, Pittsburgh, PA 15263 (Phone: 412 624-6672).**



### **Reviewers for Mental Measurements Yearbook**

More I/O psychologists should be among the reviewers for the Mental Measurements Yearbook, especially practitioners or users of tests. Tom Ramsay has been in touch with Dr. James V. Mitchell, Director of the Buros Institute of Mental Measurements at the University of Nebraska at Lincoln; he would be interested in accomplishing this objective. Tom will accumulate names and pass them along to Dr. Mitchell. Those interested in being reviewers themselves or having colleagues to recommend for such a responsibility should send name, address, telephone number, and vita to **Roland T. Ramsay, Ramsay Corporation, Boyce Station Offices, 1050 Boyce Road, Pittsburgh, PA 15241.**

### **Division Supporters Wanted for Exercise and Sport Psychology**

For the last two years psychologists from diverse backgrounds have formed an Exercise and Sport Psychology Interest Group, which has functioned as an unaffiliated interest group within APA. Several symposia have been presented by Interest Group members at the annual APA meetings over the last few years, and some are planned for the 1984 APA. The APA Council has lifted the moratorium on the formation of new divisions, and the members of the Interest Group would like to move toward developing a Division of Exercise and Sport Psychology. For information on the Interest Group and the move for Divisional status, please contact **Steven R. Heyman, Department of**

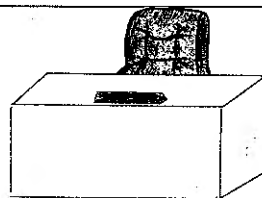
**Psychology, Box 3415 University Station, University of Wyoming, Laramie, WY 82071 (Phone: 307 766-6718/6303).**

## **I/O Division, Missouri Psychological Association Seeks Members**

Thanks to the efforts of Art MacKinney, a new Division of Industrial-Organizational Psychology has been established within the Missouri Psychological Association. The President is Jim Breaugh, the President-Elect is Gary Burger, and Craig McGee is Secretary. Anyone interested in joining should contact **Jim Breaugh, University of Missouri-St. Louis, 8001 Natural Bridge Road, St. Louis, Missouri 63121-4499 (phone: 314 553-6287).**

## **Positions Available**

**Ed Adams**



1) Industrial/Organizational Psychologist. The Department of Psychology at Auburn University invites applications for an appointment as a Visiting Professor in I/O Psychology for one or more quarters of the 1984-1985 academic year. Responsibilities include teaching graduate and undergraduate courses that reflect the job applicant's experience and interest. Salary negotiable. Applicants should call or write to: **Karl Kuhnert, I/O Search Committee, Department of Psychology, Auburn University, Auburn, Alabama 36830.** An Affirmative Action/Equal Opportunity Employer.

2) Industrial/Organizational Psychologist. Auburn University invites applications for a tenure track position in Industrial/Organizational Psychology. While the position is at the Associate rank, exceptional candidates with a strong record of scholarship at other ranks may be considered. Responsibilities include the teaching of graduate and undergraduate courses in I/O, supervision of graduate student research, and participation as a core faculty member in the department's Ph.D. programs in I/O. Preference will be given to individuals willing to assume administrative leadership of the I/O doctoral program. Area of specialization within I/O is open. Send vita and three letters of recommendation to: **Samuel B. Green, Acting Director, I/O Program, Department of Psychology, Auburn University, AL 36849.** An Affirmative Action/Equal Opportunity Employer.

3) Survey Director. The prestigious International Survey Research Corporation seeks a highly qualified individual to assume responsibility for managing client engagements. ISR specializes in employee and management attitude surveys for world-class multinational companies. A Survey Director manages all aspects of the survey process, from client-specific questionnaire design through final report presentation and monitoring of follow-up. Approximately 50% travel is required. The candidate should possess: Ph.D. in the behavioral sciences and/or an MBA;

successful business experience; exceptional interpersonal skills; absolute fluency in Spanish, French or German. Exceptional salary and benefits. Send resume to: **Search Director, International Survey Research Corporation, 303 E. Ohio, Chicago, IL 60611.**

4) OD/Survey Research Consultant. Control Data Business Advisors, a subsidiary of Control Data Corporation, has an excellent opportunity for an OD/Survey Research Consultant in its Organization Research Services Department. Control Data Business Advisors provides cost-effective marketing, planning and human resource services to business and other organizations of all sizes. The position's primary responsibilities include project managing the delivery of organization surveys (e.g., employee attitude surveys, productivity surveys, etc.) to internal and external clients. Experience with needs definition, instrument development, data analysis, and top management reporting required. Prior experience with survey feedback OD desired. The position could also entail responsibilities in executive assessment and development. Graduate degree in organizational psychology or related field and significant organizational/consulting experience required. Please send your resume to: **V. R. Groos, Control Data Corporation, 8100 34th Avenue South (HONO1C), Minneapolis, MN 55440.** Affirmative Action Employer M/F.

*Edward F. Adams is District Manager Research of Management Employment and Accessions to Entry Level Management at American Telephone and Telegraph Company and is TIP's Business Manager.*

## **PRINCIPLES FOR THE VALIDATION AND USE OF PERSONNEL SELECTION PROCEDURES**

### **SECOND EDITION**

Division 14's Executive Committee has adopted the *Principles for the Validation and Use of Personnel Selection Procedures (second edition)* as the official statement of the Division concerning procedures for validation research and personnel selection. Bill Owens and Mary Tenopyr were co-chairs responsible for this edition; an advisory panel of 24 experts participated in the revising and updating of the 1975 Principles. The purpose of this new edition is to specify principles of good practice in the choice, development, and evaluation of personnel selection procedures.

Copies can be obtained from the Administrative Secretary (address on back cover). The price schedule is: \$4.00 each for 1-9 copies, \$2.50 each for 10-49 copies, and \$2.00 each for 50 copies and up. Make checks out to the **Society for I/O Psychology.**



## ADVERTISE IN TIP

**The Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2400 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 3200 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half page spread. In addition, "**Position Available**" ads can be obtained at a charge of \$30.00 per position. For information or placement of ads, write to **Ed Adams, Business Manager, TIP, P.O. Box 292, Middlebush, NJ 08873.**

## ADVERTISING RATES

### RATES PER INSERTION

Size of Ad	Number of Insertions	
	One Time	Four Times
Two Page Spread	\$275	\$200
One Page	\$175	\$125
Half Page	\$125	\$100

### PLATE SIZES

Size of Ad	Vertical	Horizontal
One Page	7 1/4"	4 1/4"
Half Page	3 1/4"	4 1/4"

## PUBLISHING INFORMATION

### SCHEDULE

Published four times a year: November, February, May, August. Respective closing dates: Sept. 15, Dec. 15, Mar. 15, June 15.

### DESIGN AND APPEARANCE

5 1/2" X 8 1/2" pamphlet, printed by offset on offset stock, saddle wire stitched.

## SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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